



88072479

# Bureau of Land Management Direct Customer Survey Results

- Respondent Profiles
- Customer Satisfaction Ratings
- Directions for Implementation

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September, 1995

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## Net Impression®: The Customer Scorecard

Net Impression® is a market research technique for measuring customer expectations and performance. Qualitative research results in the form of focus groups or personal interviews, is used to identify the issues that comprise the customer viewpoint. These issues are then quantified by either phone or mail. The survey responses are analyzed using the Net Impression® statistical software to identify strengths, weaknesses, and areas for change. High survey scores are used to identify strengths, while low scores indicate areas for improvement. The Net Impression® is a powerful tool for understanding the customer viewpoint.

## Introduction

BLM Library  
Denver Federal Center  
Bldg. 85, OC-521  
P.O. Box 25047  
Denver, CO 80225

## Introduction

# The Project Has Three Main Objectives

- Identify those aspects of the external customer experience that affect their satisfaction with BLM service.
- Prioritize ways to increase customer satisfaction.
- Work with BLM management and staff to initiate action steps on high leverage issues.

## Introduction

# Net Impression®: The Customer Scorecard

Net Impression® is a market research technique for understanding customer expectations and prioritizing improvement opportunities. Qualitative research, usually in the form of focus groups or personal interviews, is used to identify the items that comprise the customer scorecard. Next a quantitative survey is administered by either phone or mail. The survey responses are analyzed using the Net Impression® model software to identify leverage areas. High-leverage items are ones where changes will lead to the greatest increase in overall customer satisfaction. Appendix A provides a detailed description of the Net Impression® model.

**Customer Service Arenas**  
describe service in terms of what  
the customer expects.

**Customer Value Criteria**  
define performance  
within an arena.

**SCORECARD** 1

Customer Satisfaction - ARENA #1

Customer Satisfaction - ARENA #2

Customer Satisfaction - ARENA #3

Customer Satisfaction - ARENA #4

## Introduction

# Net Impression® Leverage Analysis is Used to Prioritize Improvement Opportunities

- A high leverage area is one where customers are relatively dissatisfied and/or a change will probably contribute to an improvement in satisfaction with BLM.
- Leverage scores are indexed on a one to ten scale, where ten represents the best opportunity for improvement.
- Pacific Consulting Group's Net Impression® model was used to generate the leverage scores.

		CONTRIBUTION/IMPORTANCE	
S A T I S F A C T I O N		LOW	HIGH
	LOW	MEDIUM LEVERAGE	HIGH LEVERAGE
	HIGH	LOW LEVERAGE	MEDIUM LEVERAGE

## Introduction

# BLM, the Forest Service, Pacific Consulting Group and Howard University Teamed to Conduct the Customer Research

<u>Task</u>	<u>Group(s) Responsible</u>
• Conduct focus groups	PCG, BLM, and Forest Service facilitators
• Prepare preliminary Net Impression® frameworks	PCG
• Finalize research design	PCG and Customer Service Lead Group
• Draft questionnaires	PCG
• Comment on questionnaires	Customer Service Lead Group
• Finalize questionnaires	PCG
• Draw samples for each use authorization segment	PCG, Howard University, Customer Service Lead Group
• Write advance and cover letters and follow-up postcards	PCG
• Print questionnaires and correspondence	BLM's NPR Team
• Mail advance letters	Howard University
• Mail questionnaires with cover letters	Howard University
• Mail follow-up postcards	Howard University
• Administer intercept surveys	Local BLM staff
• Develop coding scheme for open-ended questions	PCG
• Code surveys and keypunch data	Howard University and/or PCG
• Analyze data and create reports by customer segment	PCG
• Present findings to the Customer Service Lead Group	PCG

## Introduction

# Focus Groups Were Conducted to Help Construct the Net Impression® Frameworks for Direct Customers

Eight focus groups were held in BLM field offices as shown below. The external groups covered three segments of BLM's customer base: Information Access Center visitors, Use Authorization customers, and Recreational and Educational Users.

Focus group interviews provided the basis for the survey questionnaires. Participants were asked to discuss what they expected of BLM and how BLM could improve service.

<u>Location</u>	<u>Information Access Centers</u>	<u>Use Authorizations</u>	<u>Recreational and Educational Users</u>
Riverside, CA	1		1
Vale, OR	1		
Reno, NV		1	
Coeur d'Alene, ID		1	
Santa Fe, NM		1	
Cody, WY			1
Grand Junction, CO			1

## Introduction

# Survey Questionnaires Were Developed for Nine Separate Customer Segments

- Each of the nine questionnaires contained customer satisfaction rating questions on items that focus group customers had identified as important in providing good service.
- Rating questions were posed on a seven point scale where 1 represented "Needs major improvement" and 7 represented "excellent".
- A few demographic questions were included to profile major respondent groups.

## Introduction

# Sampling Scheme and Response Rates

<u>Customer Segment</u>	<u>AK</u>	<u>AZ</u>	<u>CA</u>	<u>CO</u>	<u>ES</u>	<u>ID</u>	<u>MT</u>	<u>NM</u>	<u>NY</u>	<u>OR</u>	<u>UT</u>	<u>WY</u>	<u>Total Sent</u>	<u>Total Received</u>	<u>Response Rate</u>
Information Access Centers	100	100	100	100	100	100	100	100	100	100	100	100	1200	614	51%
Recreational and Educational Centers	100	100	100	100	100	100	100	100	100	100	100	100	1200	602	50%
Land Management Transactions	137		362			415				317			1231	125	10%
Right-of-Way Grants	106	71						102	95				374	174	47%
Oil and Gas Leases				302	173		297					321	1093	135	12%
Mining Claims		319	325						213		300		1157	260	22%
Grazing Permits and Leases						330	327	330				330	1317	357	27%
Recreational Permits			88	327						318	387		1120	346	31%
Timber	330		3	4		8		5		32	5		387	too few to tabulate	-----

## Introduction

# Comments on Sampling and Survey Administration

To balance comprehensiveness and efficiency, cluster sampling schemes were employed for each of the customer segments— within States for Information Access Centers (1 or 2 chosen within each state); and across States for Use Authorizations (4 States each based on volume). A census was attempted for Timber permits, but too few completed questionnaires were received to support analysis.

Sample sizes were initially intended to produce 100 completed questionnaires from each customer segment from each participating State. Actual sample sizes were lower due to various problems with data bases and administration procedures.

All use authorization surveys were conducted by mail. Intercept techniques were employed for Information Access Centers and Recreational and Educational Centers, with self-administered questionnaires distributed and collected by on-site BLM employees.

Maximum sampling error (95% confidence interval) for each of the segments surveyed is presented below.

Customer Segment	Maximum Sampling Error
Information Access Centers	$\pm 4.0\%$
Recreational and Educational Centers	$\pm 4.1\%$
Land Management Transactions	$\pm 8.9\%$
Right-of-Way Grants	$\pm 7.6\%$

Customer Segment	Maximum Sampling Error
Oil and Gas Leases	$\pm 8.6\%$
Mining Claims	$\pm 6.2\%$
Grazing Permits and Leases	$\pm 5.3\%$
Recreational Permits	$\pm 5.4\%$
Timber	NA

## Introduction

# Report Organization

- This volume summarizes the results from each survey and contains the following sections:
  - Overview
  - Respondent Profile
  - Customer Satisfaction Ratings
  - Improvement Opportunities
- This volume also contains an Appendix A describing Net Impression®.
- A separate volume contains the survey questionnaires and frequency tabulations for each survey.





## Information Access Center Customer Scorecard

### Facilities Available

- Having comfortable surroundings
- Having a quiet and relaxing atmosphere
- Having a clean and comfortable environment
- Having a comfortable and convenient location
- Having a comfortable and convenient location
- Having a comfortable and convenient location
- Having a comfortable and convenient location
- Having a comfortable and convenient location
- Having a comfortable and convenient location
- Having a comfortable and convenient location

### Information and Services Available

- Having a clear and concise information
- Having a clear and concise information
- Having a clear and concise information
- Having a clear and concise information
- Having a clear and concise information
- Having a clear and concise information
- Having a clear and concise information
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### Customer Service

- Having a clear and concise information
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### Communicating with the Public

- Having a clear and concise information
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# Information Access Center Customers

## Information Access Center Customers

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## Information Access Center Customers

## Information Access Center Customers

## Information Access Center Customers

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## **Information Access Center Customers: Overview**

### **Focus Groups Were Conducted to Construct the Net Impression® Framework for Information Access Center Customers**

- PCG moderators conducted focus groups in Riverside, California.
- Forest Service moderators conducted focus groups in Vale, Oregon.
- Information Access Center customer expectations formed the basis for questions contained in the questionnaire.
- The survey questionnaire was reviewed and the items finalized by the Customer Service Lead Group. It was then pretested at field locations.

## Information Access Center Customers: Overview

# Information Access Center Customer Scorecard

### Facilities Available

- Having comfortable and adequate space for public use
- Having adequate space to display resource materials
- Displaying interesting exhibits
- Making it easy to find the Information Access Center
- Making buildings and facilities accessible to customers with disabilities
- Having enough parking space available

### Information and Services Available

- Making it clear what information is available through the center
- Making it clear how to use the center's services
- Providing accurate, complete information on my areas of interest
- Volunteering information and services to meet my needs
- Providing direct access to current information
- Indicating where there is legal access to public land
- Making good use of computers
- Having maps and other informational materials that meet my needs
- Allowing me to make my own copies of relevant documents
- Charging reasonable fees for materials
- Accepting several forms of payment (cash, check, credit card)
- Providing information about lands and resources not managed by BLM
- Having information available that meets the needs of customers with disabilities (information about accessible campsites, brochures in large print or Braille, etc.)

### Customer Service

- Greeting me when I enter the Information Access Center
- Responding to my requests quickly
- Having knowledgeable, experienced employees on site
- Having the right information available to answer my questions
- Delivering consistent service within the same office
- Delivering consistent service among BLM offices
- Showing enthusiasm and having a friendly, cooperative attitude
- Employing a sufficient number of staff for the work load
- Minimizing the number of referrals to other staff or offices
- Fostering a good working relationship with users of the center
- Having employees who take personal responsibility and commitment for getting me the information that I need
- Having reasonable, flexible policies about using the center
- Having reasonable, flexible policies about land and resource management
- Having hours of operation that meet my needs

### Communicating with the Public

- Being open about the reasons for decisions and the results of studies
- Educating the public about how to use the land and resources and BLM's services and facilities
- Getting public input into the planning process
- Willingly offering information to the public
- Promoting BLM, its employees, and its mission to the public
- Making it easy for people to find out about proposed changes

## Information Access Center Customers: Respondent Profile

### 614 Completed Questionnaires Were Received from Information Access Center Customers

<u>Purpose of Visit</u>	<u>First Time Visitor</u>	<u>Repeat Visitor</u>
Maps	44.8%	41.5%
Brochures	22.0%	12.7%
Recreational Information	30.2%	12.5%
Land and Mineral Records	32.8%	67.7%
Other	25.0%	11.4%
<b>Total</b>	<b>39.6%</b>	<b>60.4%</b>

<u>State</u>	<u>Customers</u>	<u>Percent</u>
AK	15	2.4%
AZ	25	4.1%
CA	80	13.0%
CO	96	15.6%
ID	119	19.4%
MT	12	2.0%
NM	57	9.3%
NV	55	9.0%
UT	59	9.6%
WY	22	3.6%
<b>Unassigned</b>	<b>74</b>	<b>12.1%</b>
<b>Total</b>	<b>614</b>	<b>100%</b>

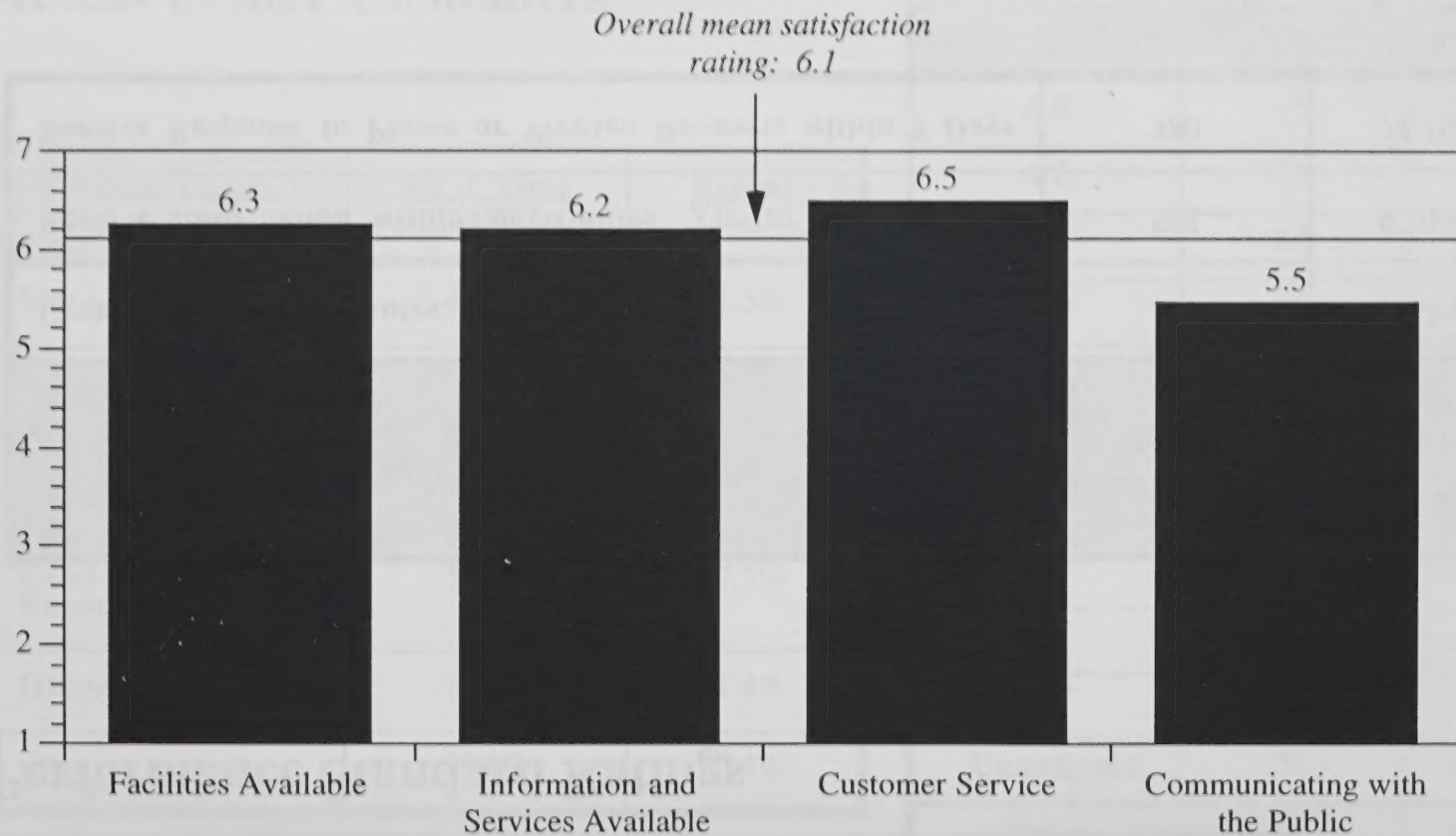
## Information Access Center Customers: Customer Satisfaction Ratings

### Performance Standard Ratings

<u>Customer Service Standard</u>	<u>Number Responding</u>	<u>Percent Reporting Meeting Standard</u>
Greeted within 5 Minutes	579	97.3%
Receive Information within 30 Minutes	568	97.4%
Receive Response to Phone or Written Requests within 5 Days	380	77.1%

## Information Access Center Customers: Customer Satisfaction Ratings

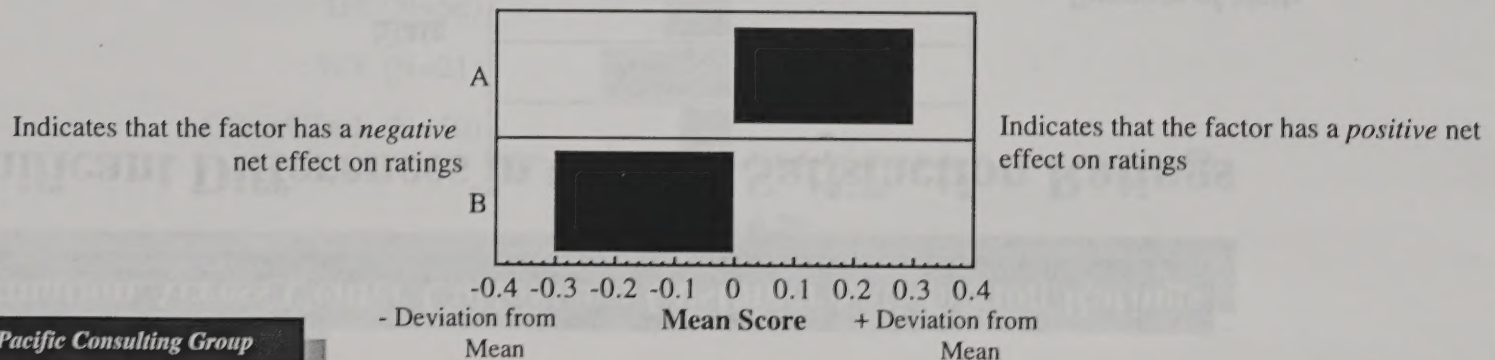
### Mean Arena and Overall Satisfaction Ratings



## Information Access Center Customers: Customer Satisfaction Ratings

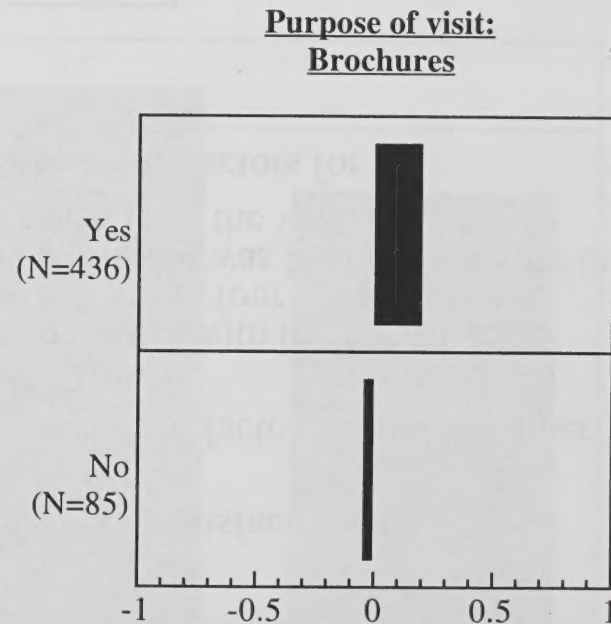
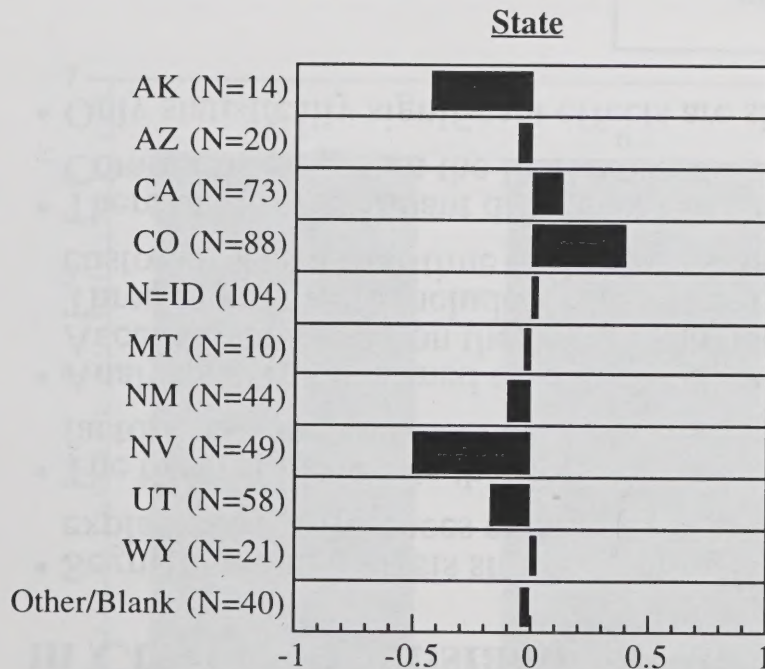
### Segmentation Analysis Is Used to Help Understand Differences in Customer Satisfaction Ratings

- Segmentation Analysis shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on the overall customer satisfaction with the Information Access Centers and on the overall satisfaction for each of the four service arenas. Three factors were included: the state in which the BLM site was located, whether the customer was a first-time or repeat visitor, and the purpose of the visit.
- There are no significant differences between the three given factors for the Communicating with the Public arena.
- Only statistically significant effects are shown.



## Information Access Center Customers: Customer Satisfaction Ratings

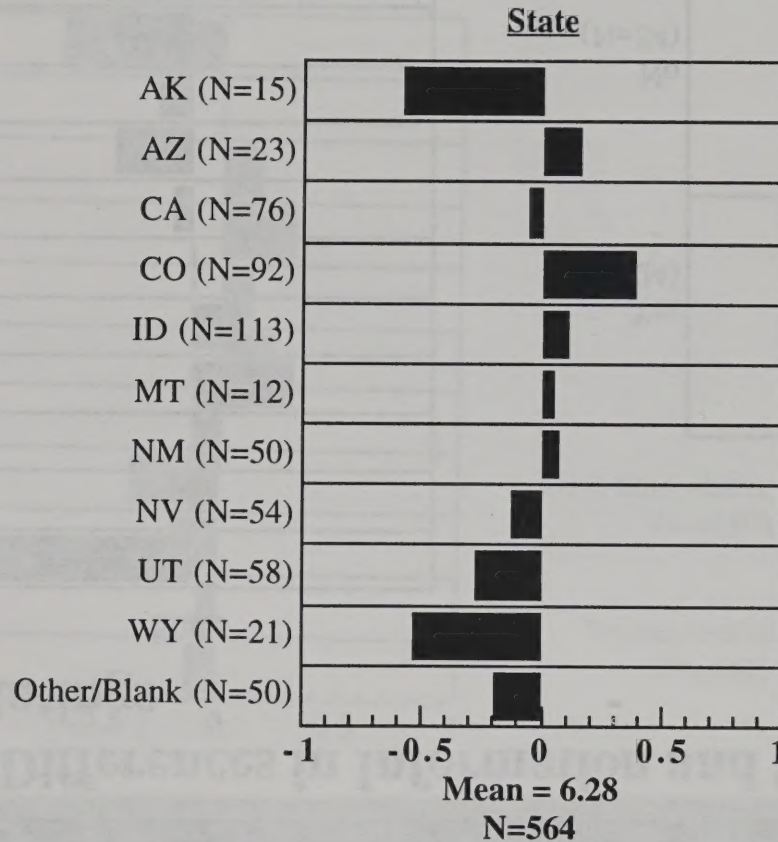
### Significant Differences in Overall Satisfaction Ratings



Mean = 6.14  
N = 521

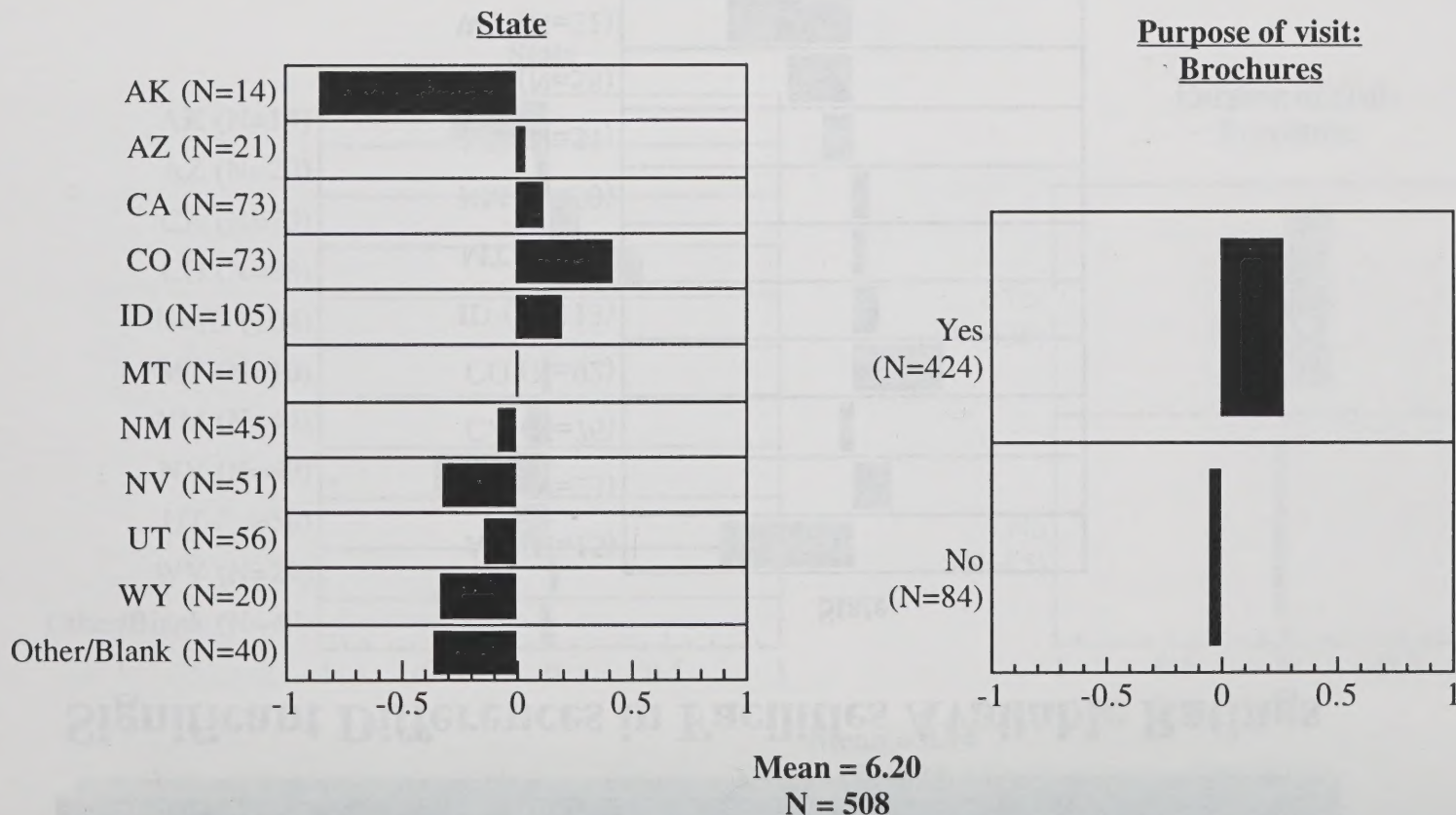
## Information Access Center Customers: Customer Satisfaction Ratings

### Significant Differences in Facilities Available Ratings



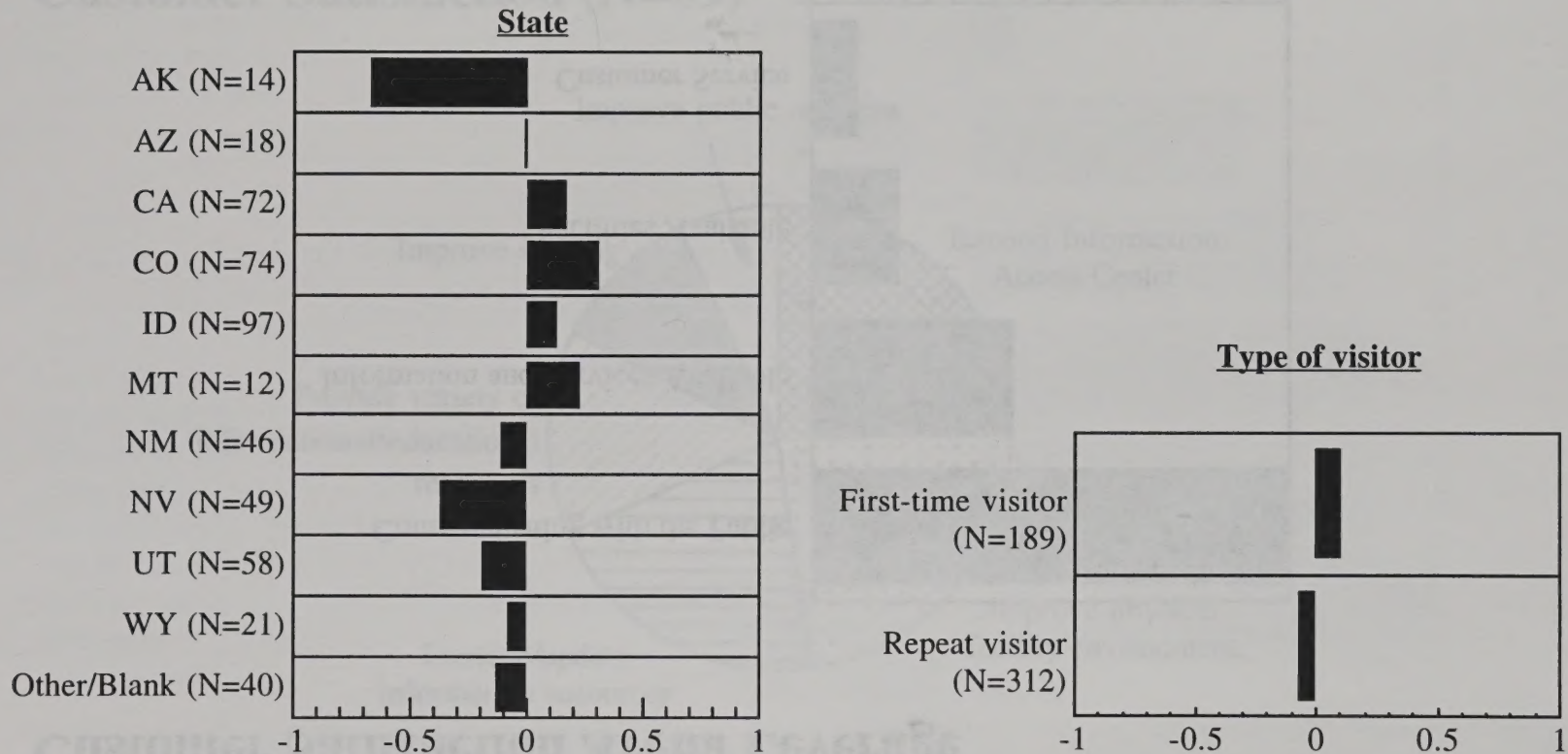
## Information Access Center Customers: Customer Satisfaction Ratings

### Significant Differences in Information and Services Available Ratings



## Information Access Center Customers: Customer Satisfaction Ratings

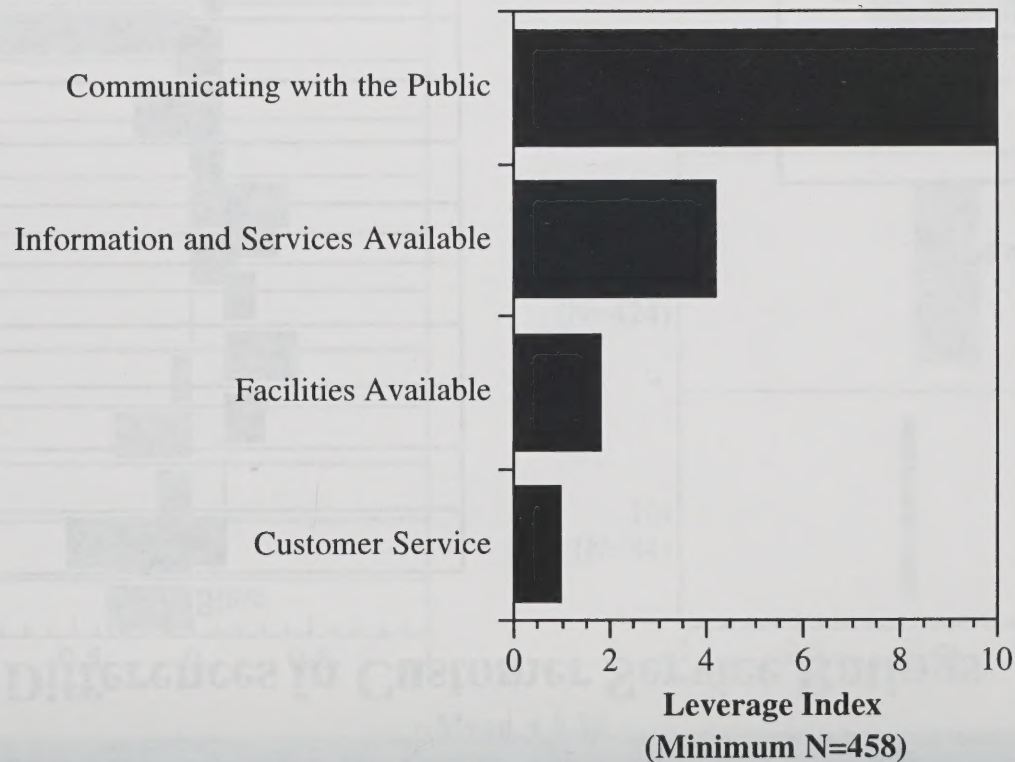
### Significant Differences in Customer Service Ratings



Mean = 6.49  
N = 501

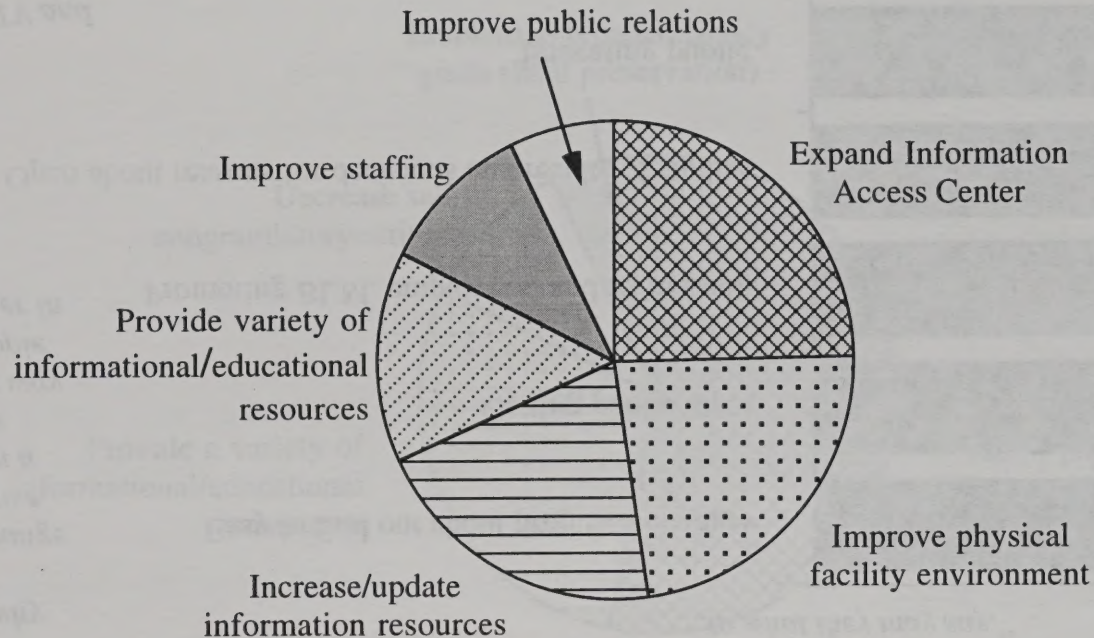
## Information Access Center Customers: Improvement Opportunities

### Customer Satisfaction Arena Leverage



## Information Access Center Customers: Improvement Opportunities

### Suggestions Made for Improving Overall Customer Satisfaction (N=69)



## Information Access Center Customers: Improvement Opportunities

### Communicating with the Public

*"Explain why and when policies change and advertise meetings in a much more aggressive way and let people know further in advance."*

Easy to find out about proposed changes

Getting public input

Promoting BLM, employees, and its mission

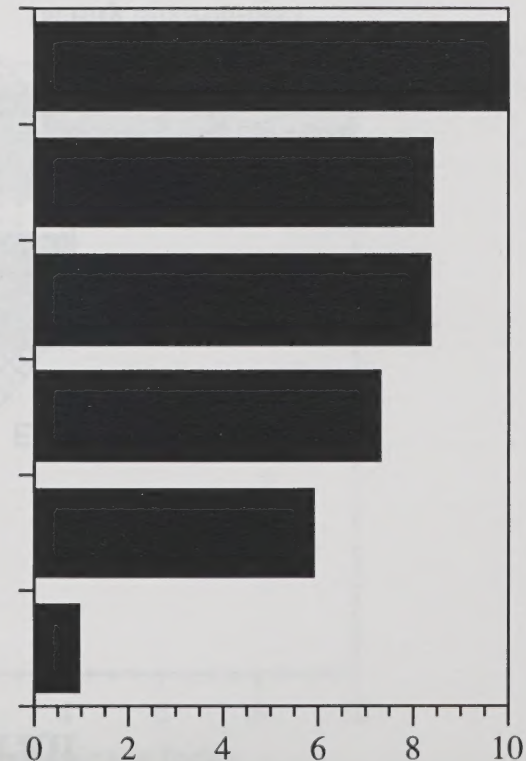
Open about reasons for decisions and results of studies

Educating public

*"Increase TV and newspaper ads. Unless you're a member of an outdoors related group, you usually do not hear about BLM lands and policies."*

Willingly offering information

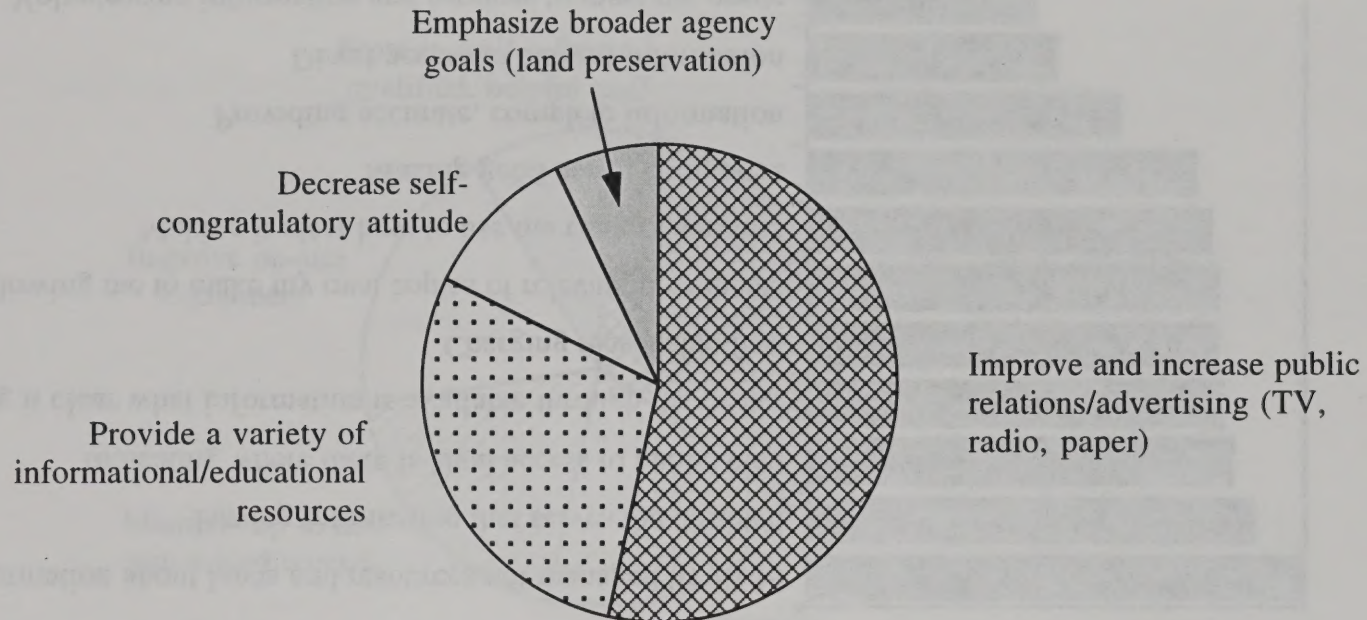
*"Discuss with frequent users any major changes that may disrupt services that are now in place and listen to what they may say."*



Leverage Index  
(Minimum N=424)

## Information Access Center Customers: Improvement Opportunities

### Suggestions Made for Improving Communicating with the Public (N=28)



## Information Access Center Customers: Improvement Opportunities

### Information and Services Available

*"I could have used a comprehensive services guide."*

Providing information about lands and resources not managed by BLM

Having information that serves the disabled

Indicating where there is legal access to public land

Making it clear what information is available through the center

Charging reasonable fees

Allowing me to make my own copies of relevant documents

Making it clear how to use the center's services

Making good use of computers

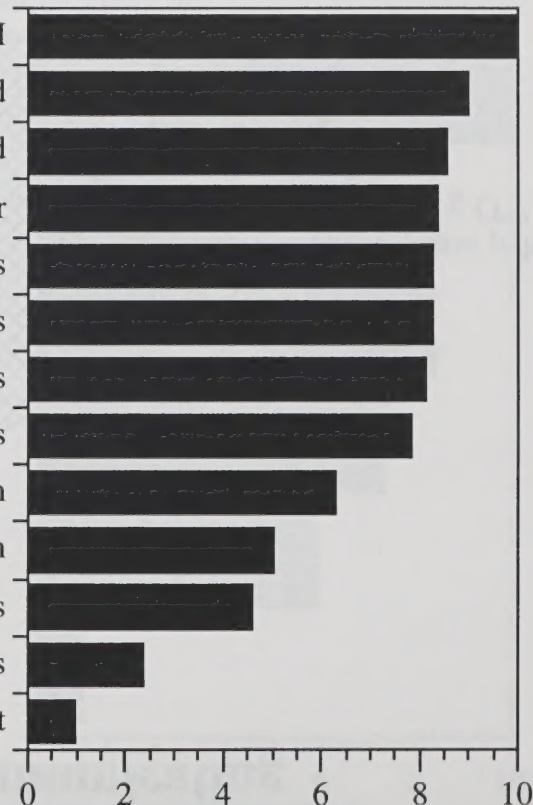
Providing accurate, complete information

Direct access to current information

Volunteering information and services to meet my needs

Having maps and other informational materials

Accepting various forms of payment

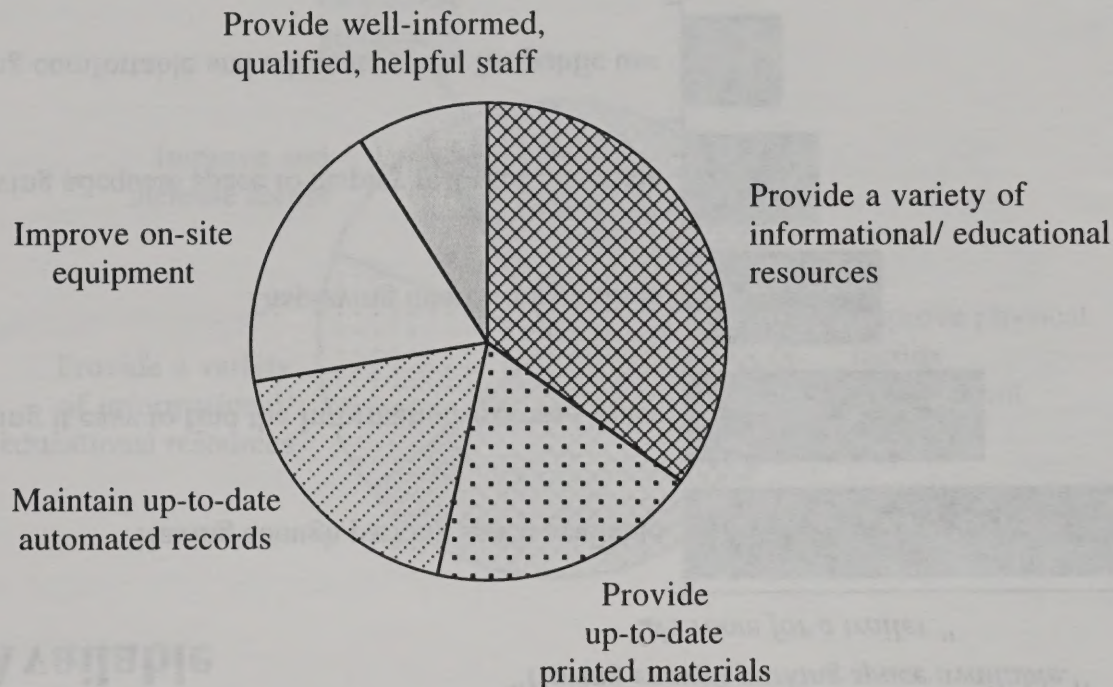


*"This is one of the finest museums we have seen in the area. The children's center was excellent."*

**Leverage Index**  
(Minimum N=363)

## Information Access Center Customers: Improvement Opportunities

### Suggestions Made for Improving Information and Services Available (N=43)



## Information Access Center Customers: Improvement Opportunities

### Facilities Available

*"Having enough parking space available."*

*"No room for a trailer."*

Having enough parking space available

Making it easy to find the Information Access Center

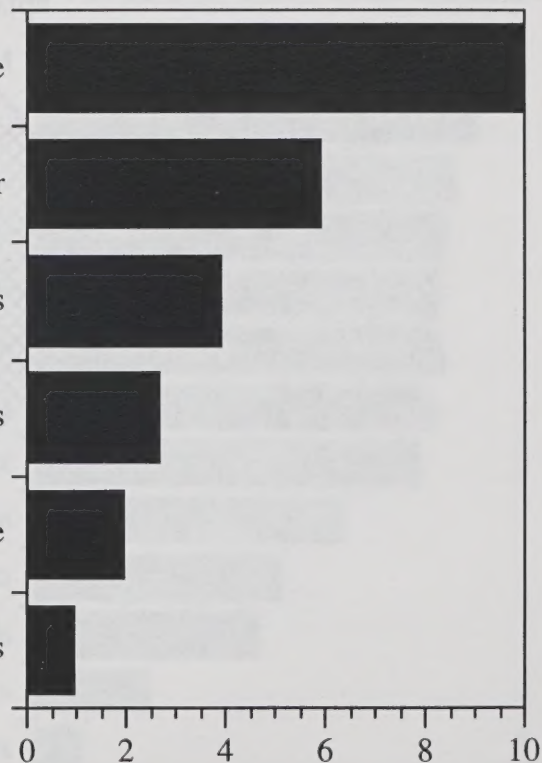
Displaying interesting exhibits

Having adequate space to display resource materials

Having comfortable and adequate space for public use

Making buildings and facilities accessible to customers with disabilities

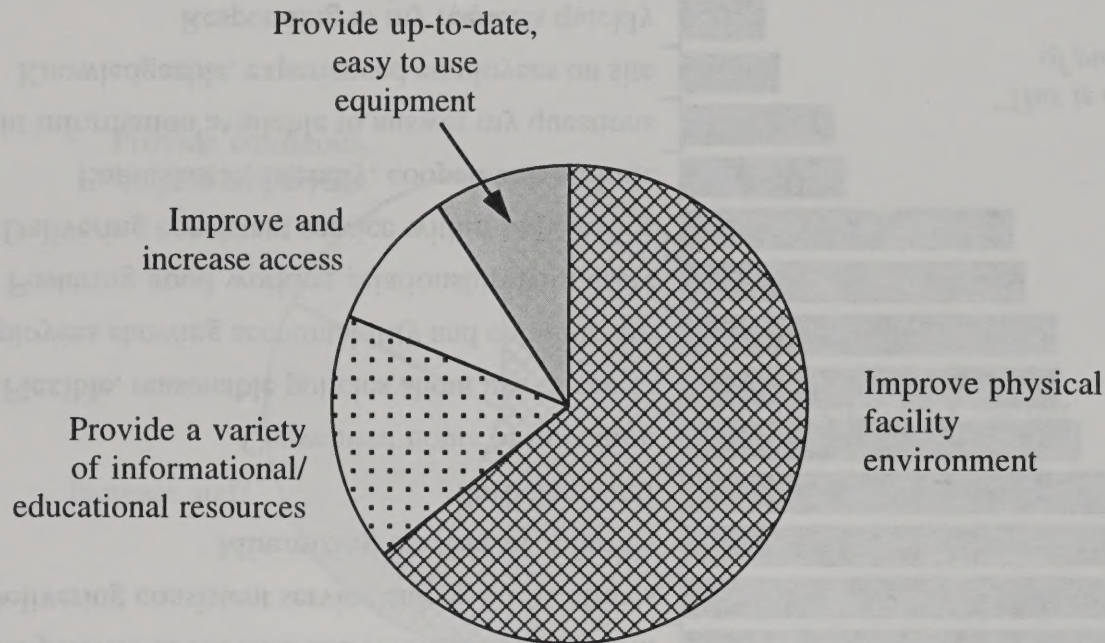
*"I had trouble locating BLM's  
phone number."*



**Leverage Index**  
(Minimum N=505)

## Information Access Center Customers: Improvement Opportunities

### Suggestions Made for Improving Facilities Available (N=53)



## Information Access Center Customers: Improvement Opportunities

### Customer Service

Flexible, reasonable policies about land and resource management

Delivering consistent service among BLM offices

Minimizing number of referrals

Sufficient staff

Convenient hours of operation

Flexible, reasonable policies about use of center

Employees showing accountability and commitment

Fostering good working relationship with users

Delivering consistent service within same office

Enthusiastic, friendly, cooperative attitude

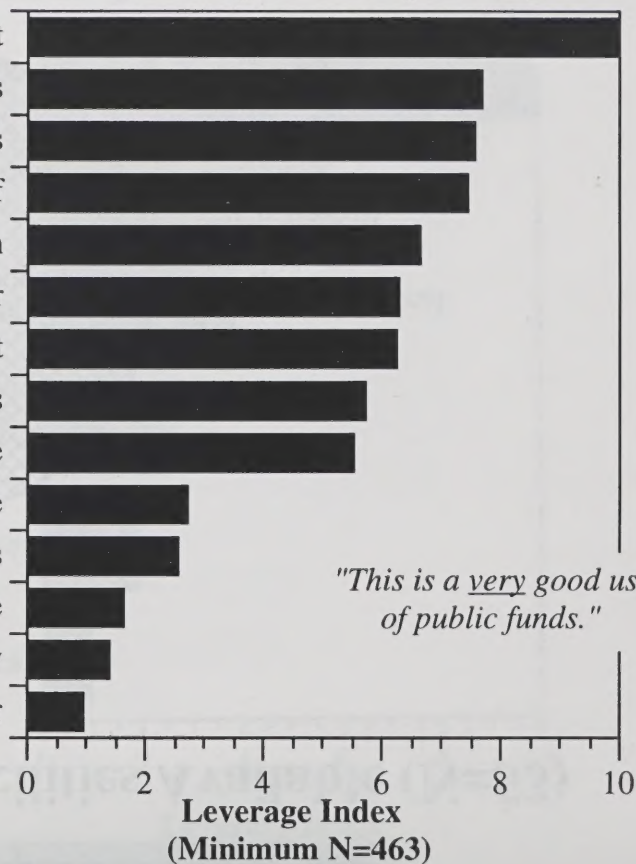
Having the right information available to answer my questions

Knowledgeable, experienced employees on site

Responding to my requests quickly

Greeting me when I enter the Information Access Center

"The staff is extremely personable and helpful, and much improved over previous years."

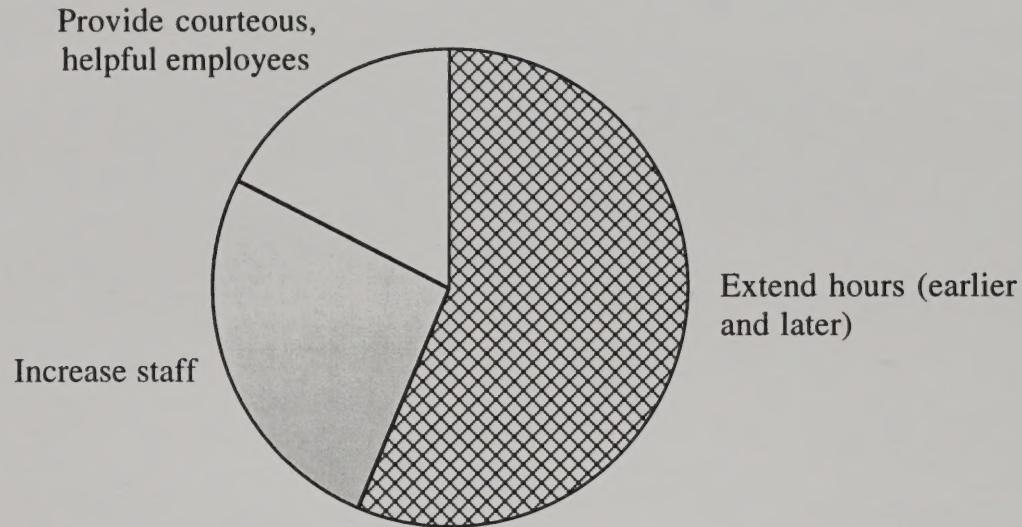


"This is a very good use of public funds."

"My first experience with a BLM site was most pleasant. If all sites all this nice, and all personnel as courteous, I'm sure there are no problems in your organization."

## Information Access Center Customers: Improvement Opportunities

### Suggestions Made for Improving Customer Service (N=23)









## Complete Scorecard for Recreational and Educational Users

Facilities and Access

Management

Protection of

Values, Regulations,  
and Policies

# Recreational and Educational Use Customers

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## **Recreational and Educational Use Customers: Overview**

### **Focus Groups Were Conducted to Construct the Net Impression<sup>®</sup> Framework for Recreational and Educational Users**

- PCG moderators conducted focus groups in Riverside, California.
- Forest Service moderators conducted focus groups in Cody, Wyoming and Grand Junction, Colorado.
- Recreational and Educational customer expectations formed the basis for questions contained in the questionnaire.
- The survey questionnaire was reviewed and the items finalized by the Customer Service Lead Group. It was then pretested at field locations.

## Recreational and Educational Use Customers: Overview

### Complete Scorecard for Recreational and Educational Users

#### Facilities and Access to Public Land

- Allowing appropriate and reasonable access to public lands
- Maintaining roads and trails
- Maintaining clean buildings and other facilities
- Providing enough facilities in useful places on public land
- Providing accurate, detailed, and affordable maps and brochures
- Offering maps for sale in a variety of places
- Indicating where public lands are located
- Indicating where access is allowed on public lands
- Informing the public about reasons for land closures
- Charging appropriate fees for recreational use
- Making buildings and facilities accessible to people with disabilities
- Making trails and roads accessible to people with disabilities

#### Management Practices

- Managing the number of people at recreational sites
- Managing the use of recreational vehicles
- Managing noise
- Controlling garbage and human waste
- Having knowledgeable employees
- Fostering a good working relationship with users of the land
- Having practices that show concern for human beings as well as for the land
- Volunteering information about what is available on the land
- Working with groups that have special needs
- Educating users to respect each others' needs

#### Protection of Resources

- Protecting the natural environment
- Protecting historic and prehistoric sites
- Providing interpretative information at historic sites
- Making use of knowledgeable private organizations and volunteers
- Getting public input when identifying critical areas for preservation
- Responding quickly to environmental threats
- Preserving water resources for wildlife
- Educating the public about how to use the land
- Educating the public about cultural and historical resources

#### Rules, Regulations, and Policies

- Having reasonable rules and regulations
- Ensuring public awareness of rules and regulations
- Fostering cooperation between BLM staff and recreationists
- Assigning enough rangers to enforce rules and regulations
- Having on-the-ground BLM employees who know how to work with people
- Cooperating with other agencies
- Establishing penalties that deter violations
- Implementing policies consistently
- Applying rules fairly and equitably to authorized permittees and to recreational and educational users
- Balancing the needs of multiple users
- Balancing a concern for preservation with usage needs
- Getting public input into deciding how the land will be used
- Being flexible as usage needs change

## Recreational and Educational Use Customers: Respondent Profile

### 602 Surveys were Received From Recreational and Educational Use Customers

<u>Primary Activity on Public Land</u>	<u>First Time Visitor</u>	<u>Repeat Visitor</u>
Biking	2	5
Boating	6	6
Camping	17	16
Fishing	9	8
Hiking/Riding	8	11
Hunting	4	5
Rafting	1	7
Sightseeing	3	3
Swimming	6	2
<b>Total</b>	<b>56</b>	<b>63</b>

\* Only 119 respondents provided codable answers to this question.  
Overall 49% of respondents were first time visitors.

<u>State</u>	<u>Customers</u>	<u>Percent</u>
AK	23	3.8%
AZ	11	1.8%
CA	93	15.4%
CO	44	7.3%
ID	37	6.1%
MT	23	3.8%
NM	43	7.1%
NV	21	3.5%
OR	16	2.7%
UT	54	9.0%
WY	80	13.3%
Other (Blank or Unassigned)	157	26.1%
<b>Total</b>	<b>602</b>	<b>100%</b>

## Recreational and Educational Use Customers: Customer Satisfaction Ratings

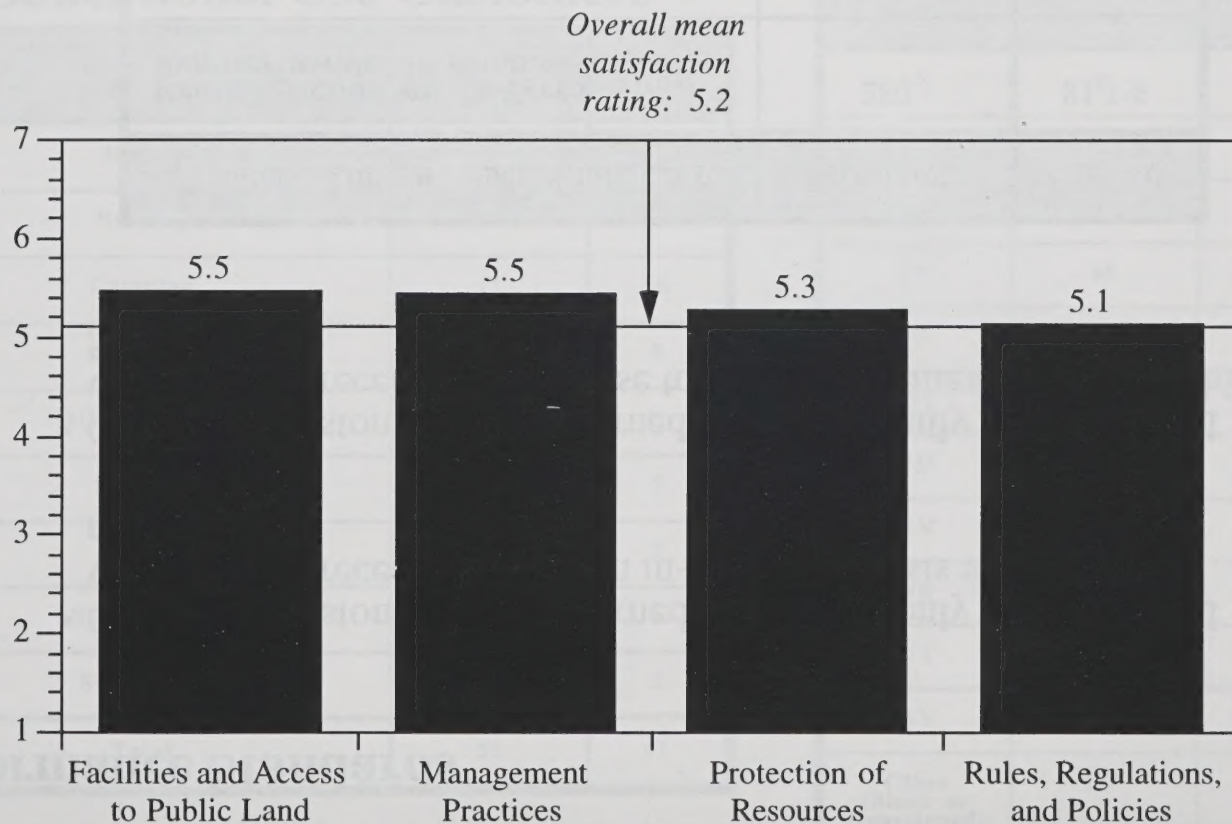
### Performance Standards

- Of the 602 customers who returned the survey, only 280 answered whether they received action on in-person requests within 30 minutes.
- Of the 602 customers who returned the survey, only 246 answered whether they received a response to phone or written requests within 5 days.

<u>Response Time at Recreational Site</u>	<u>Customers</u>	<u>Percent</u>
Receive Action on In-Person Request within 30 Minutes	280	81.1%
Receive Response to Phone or Written Request within 5 Days	246	78.9%

## Recreational and Educational Use Customers: Customer Satisfaction Ratings

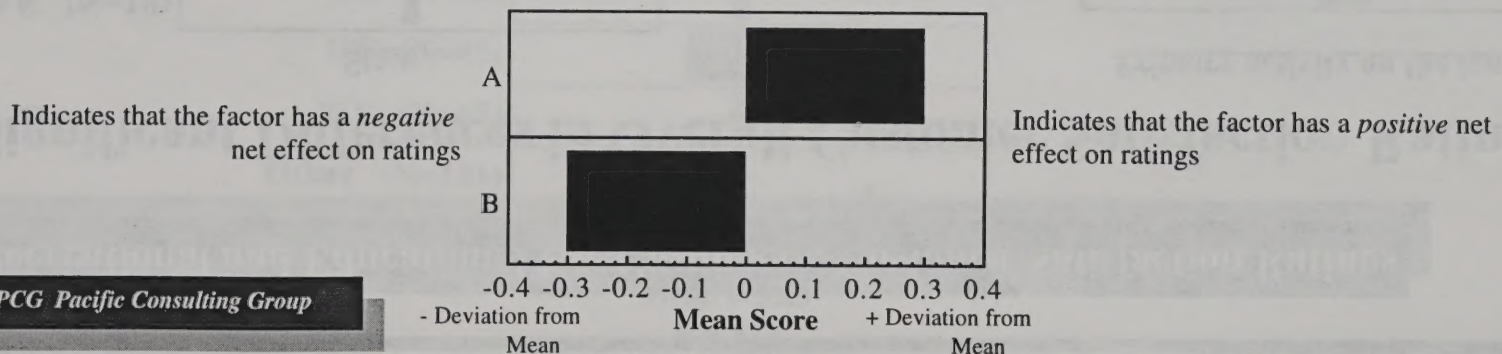
### Mean Arena and Overall Satisfaction Ratings



## Recreational and Educational Use Customers: Customer Satisfaction Ratings

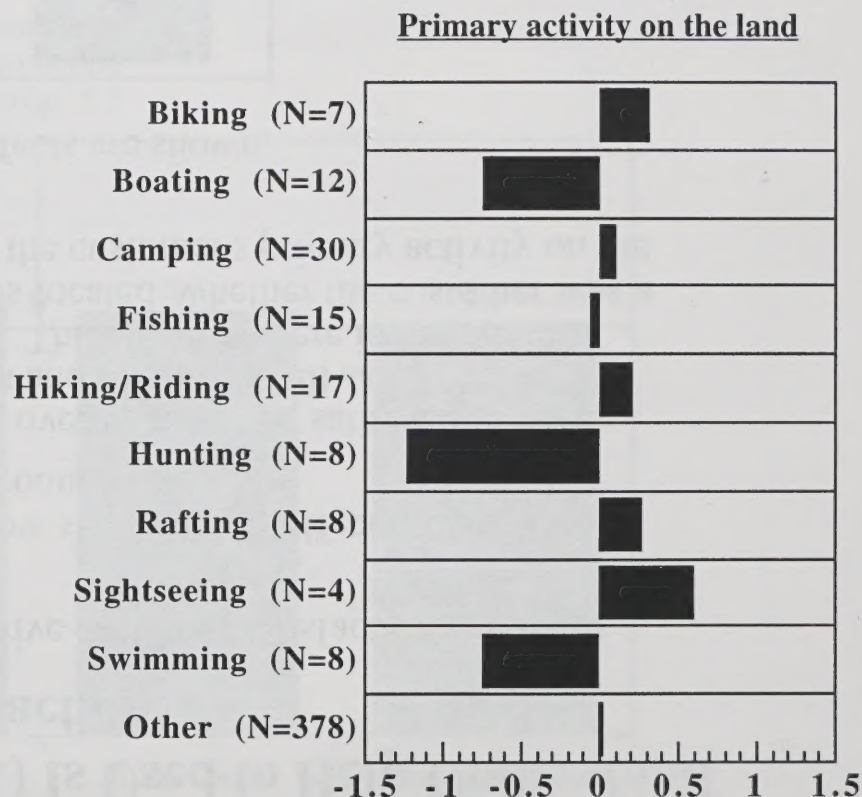
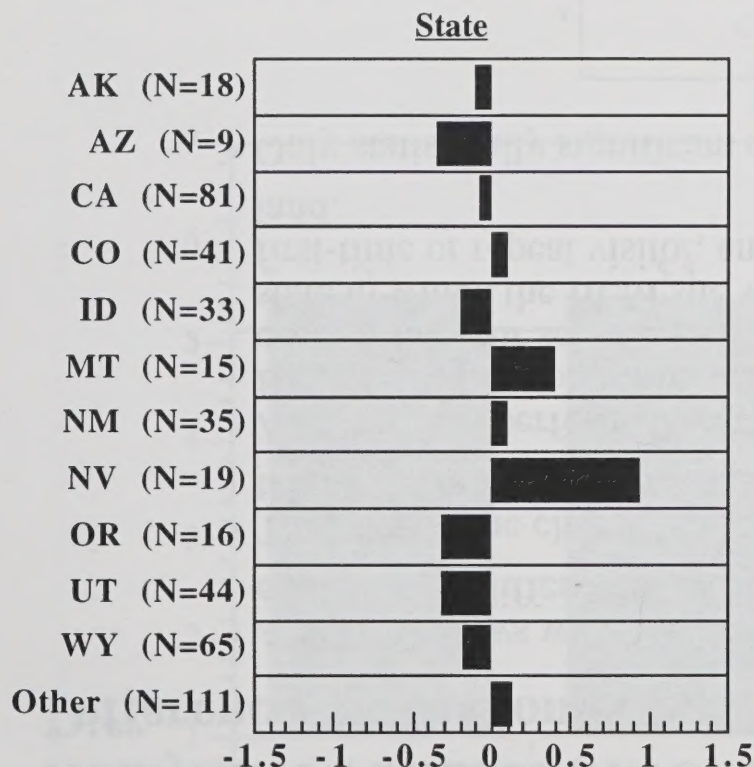
### Analysis of Variance (ANOVA) Is Used to Help Understand Differences in Customer Satisfaction

- ANOVA shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on the overall customer satisfaction with BLM's handling of public lands and on the overall satisfaction for each of the four service arenas. Three factors were included: the state in which the BLM site was located, whether the customer was a first-time or repeat visitor, and the customer's primary activity on the land.
- Only statistically significant effects are shown.



## Recreational and Educational Use Customers: Customer Satisfaction Ratings

### Significant Differences in Overall Customer Satisfaction Ratings

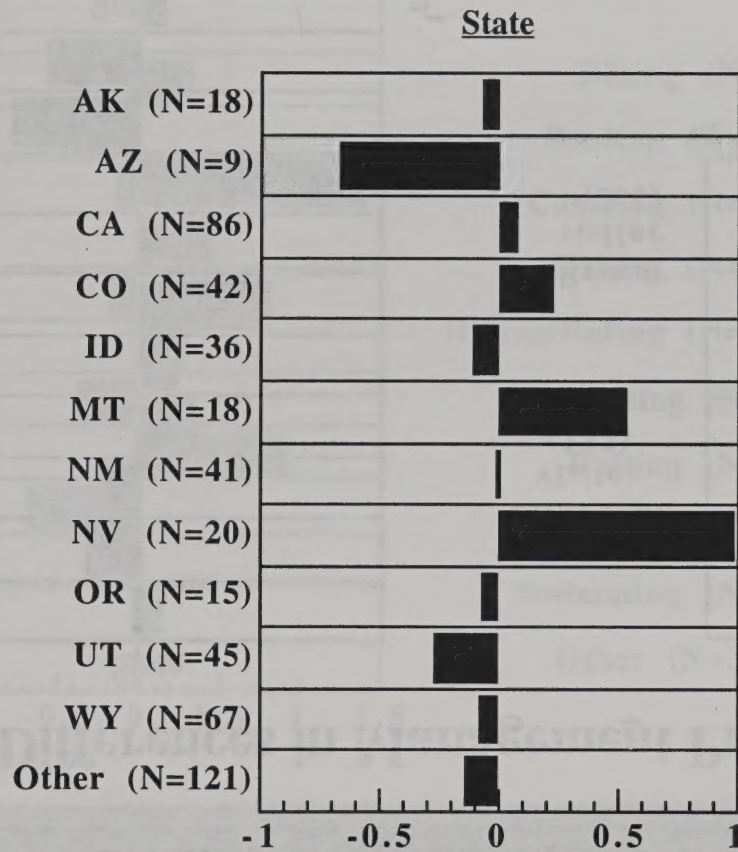


Mean = 5.32

N = 487

## Recreational and Educational Use Customers: Customer Satisfaction Ratings

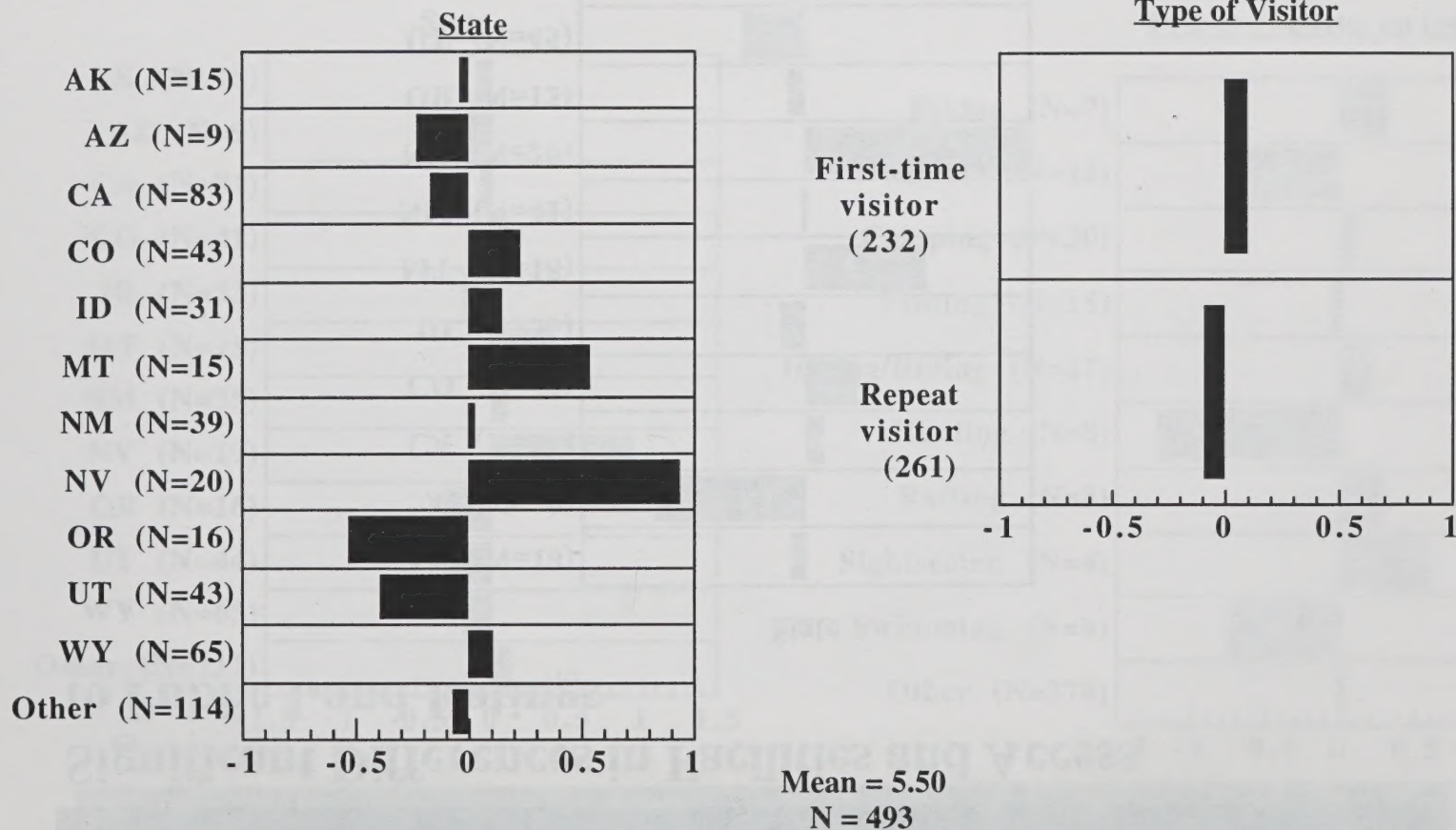
### Significant Differences in Facilities and Access to Public Land Ratings



Mean = 5.49  
N = 518

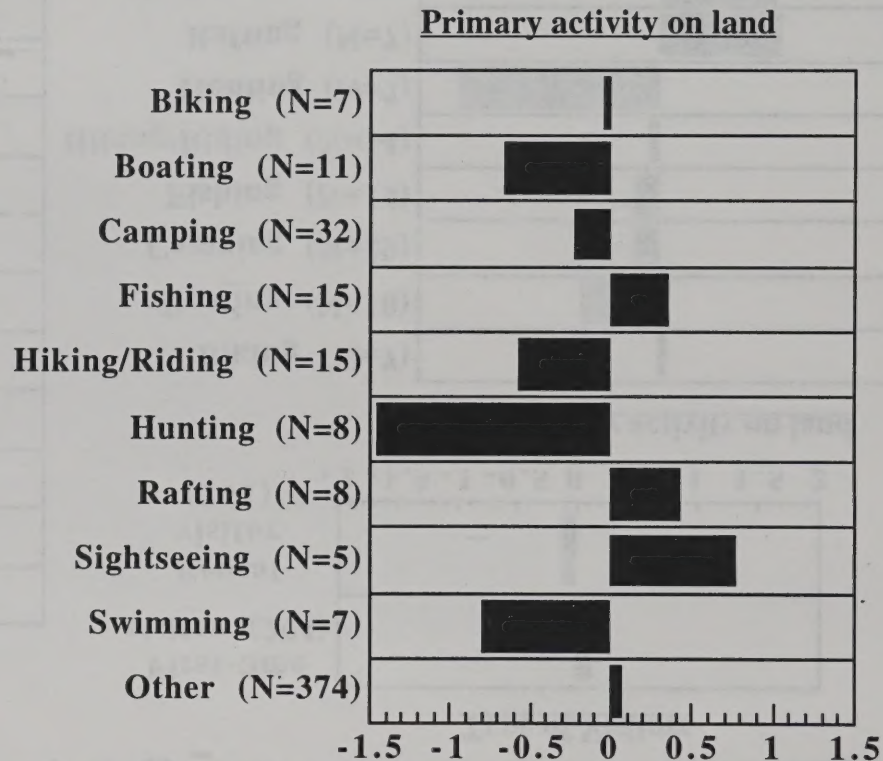
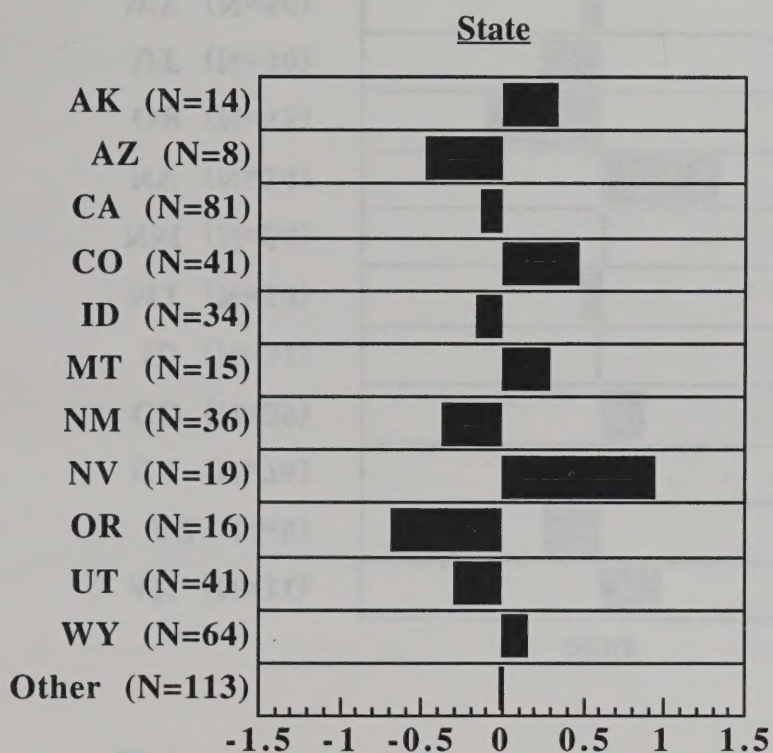
## Recreational and Educational Use Customers: Customer Satisfaction Ratings

### Significant Differences in Management Practices Ratings



## Recreational and Educational Use Customers: Customer Satisfaction Ratings

### Significant Differences in Protection of Resources Ratings

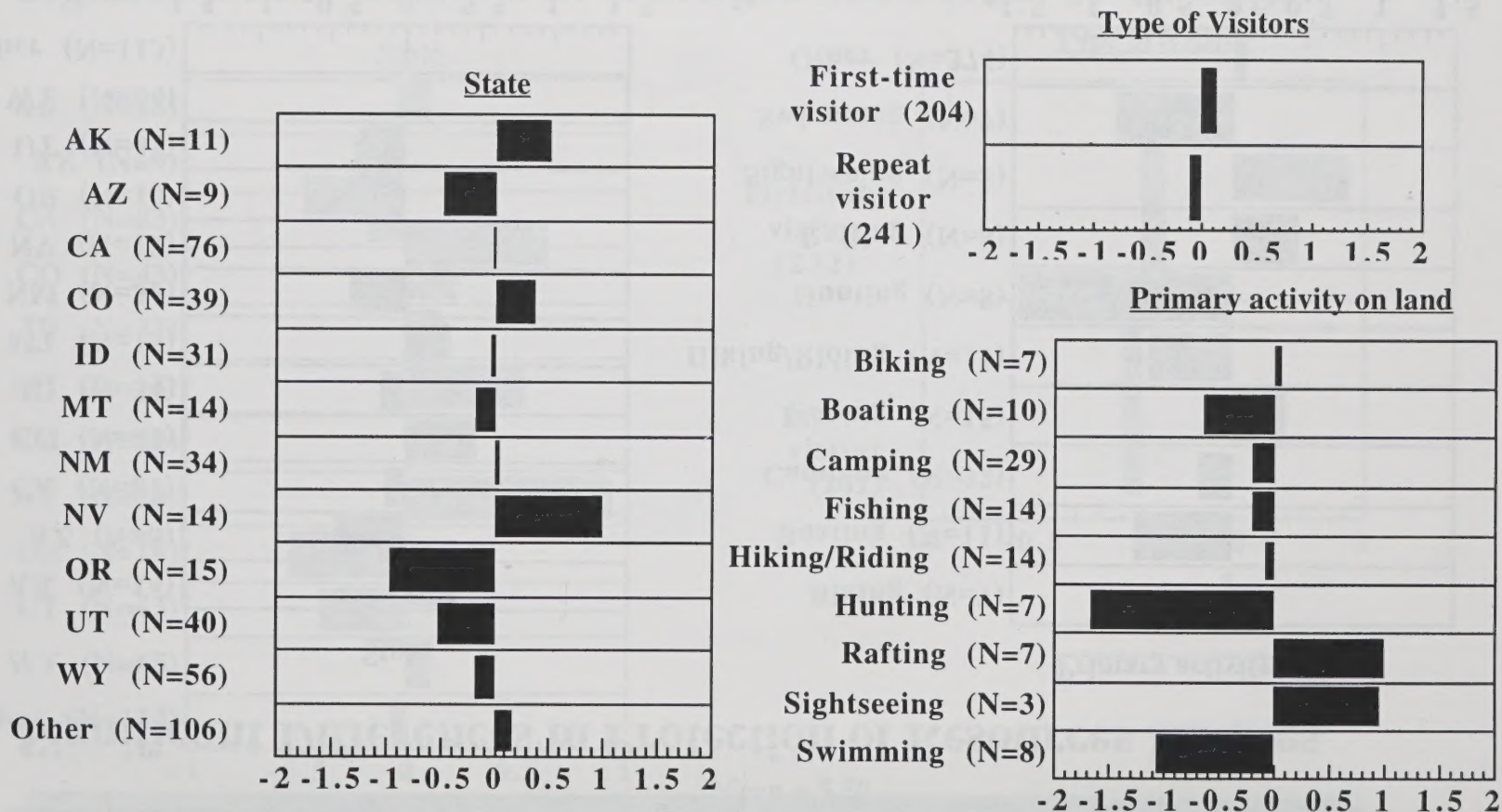


Mean = 5.31

N=482

## Recreational and Educational Use Customers: Customer Satisfaction Ratings

### Significant Differences in Rules, Regulations and Policies Ratings



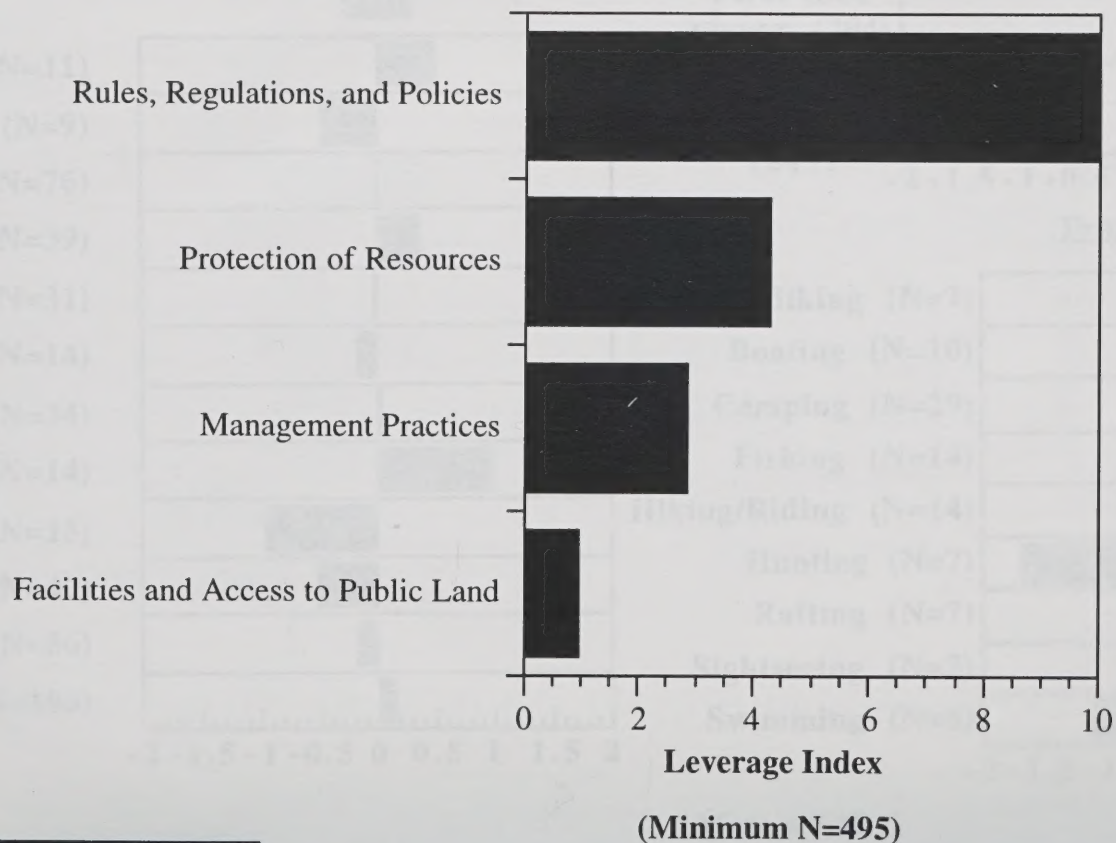
Mean = 5.17

N = 445



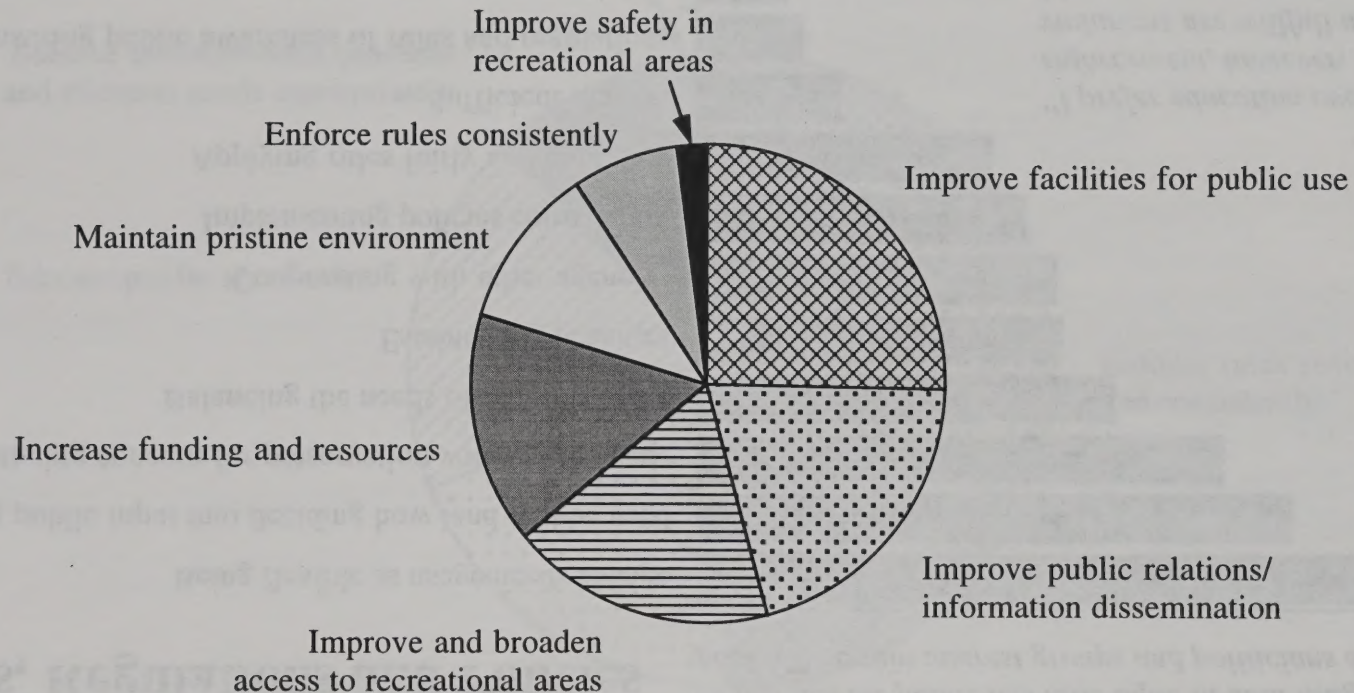
## Recreational and Educational Use Customers: Improvement Opportunities

### Customer Satisfaction Arena Leverage



## Recreational and Educational Use Customers: Improvement Opportunities

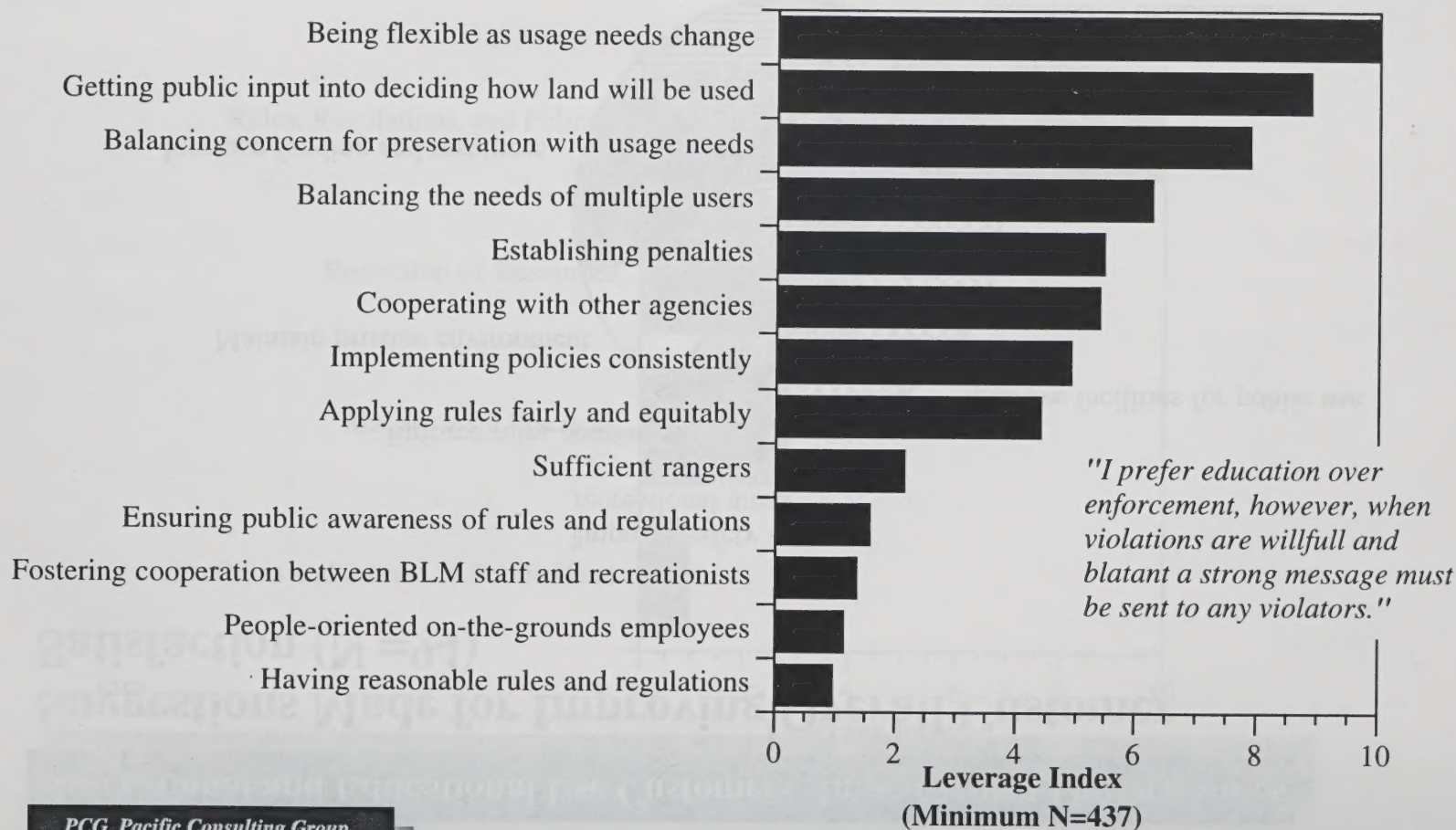
### Suggestions Made for Improving Overall Customer Satisfaction (N =94)



## Recreational and Educational Use Customers: Improvement Opportunities

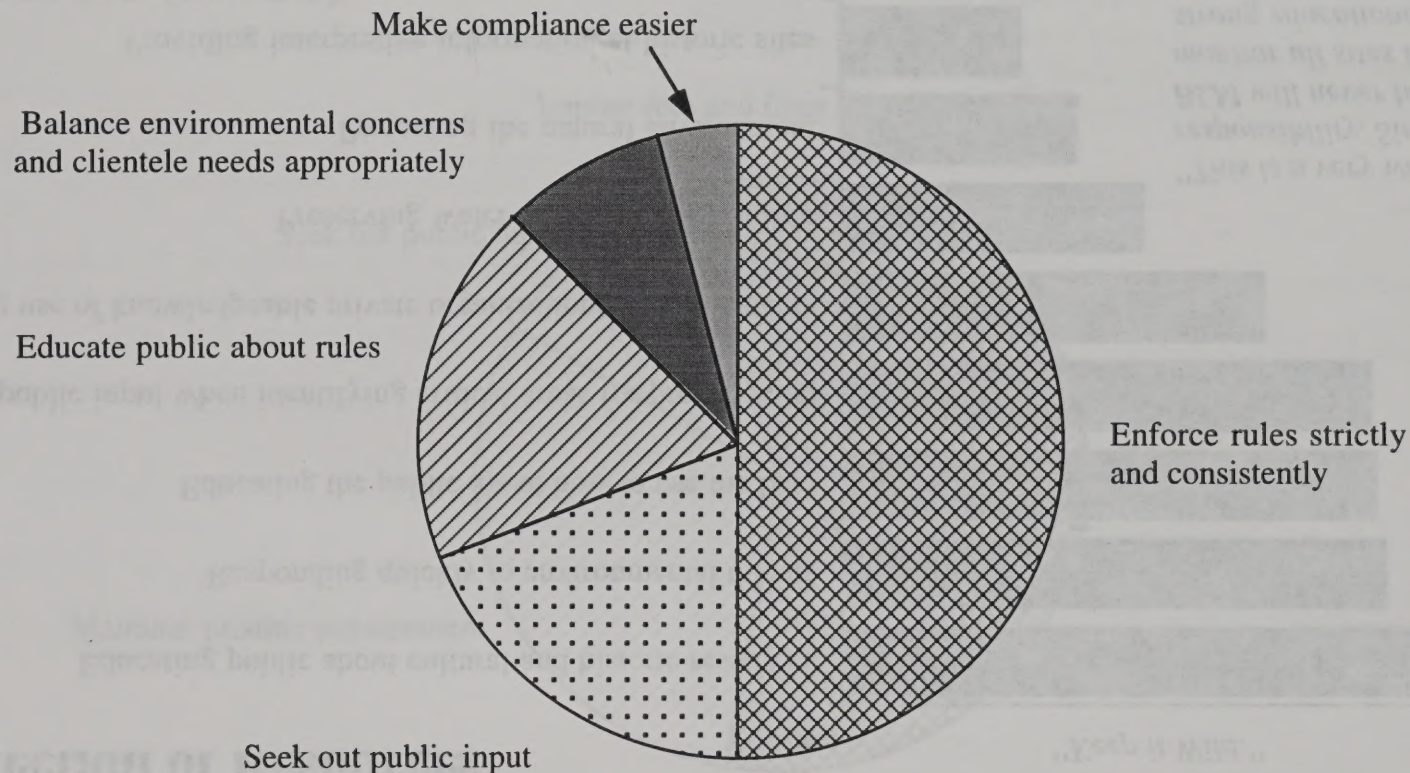
### Rules, Regulations and Policies

*"I feel like the public has little input in land usage and policies; certain interest groups and politicians do."*



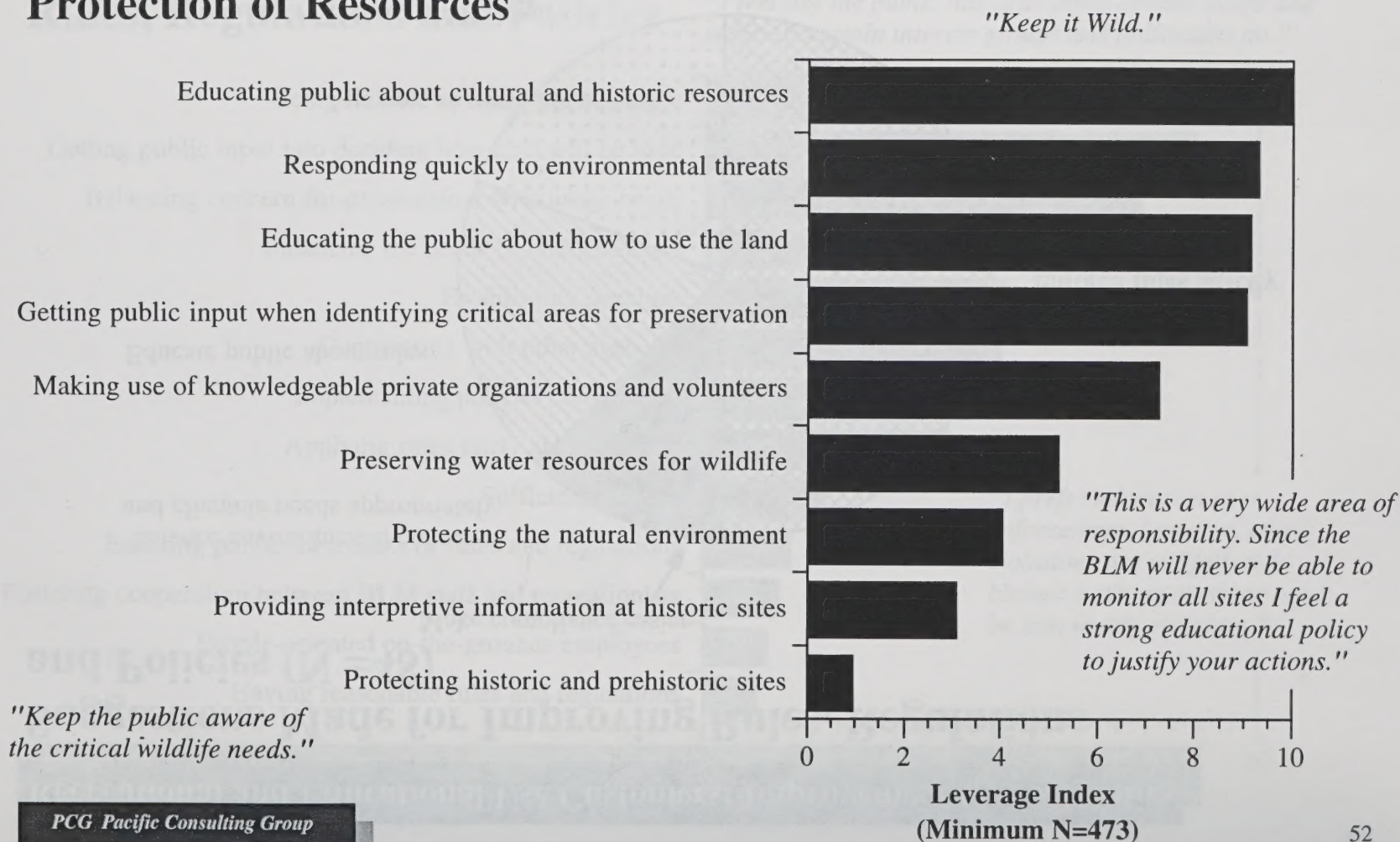
## Recreational and Educational Use Customers: Improvement Opportunities

### Suggestions Made for Improving Rules, Regulations and Policies (N =48)



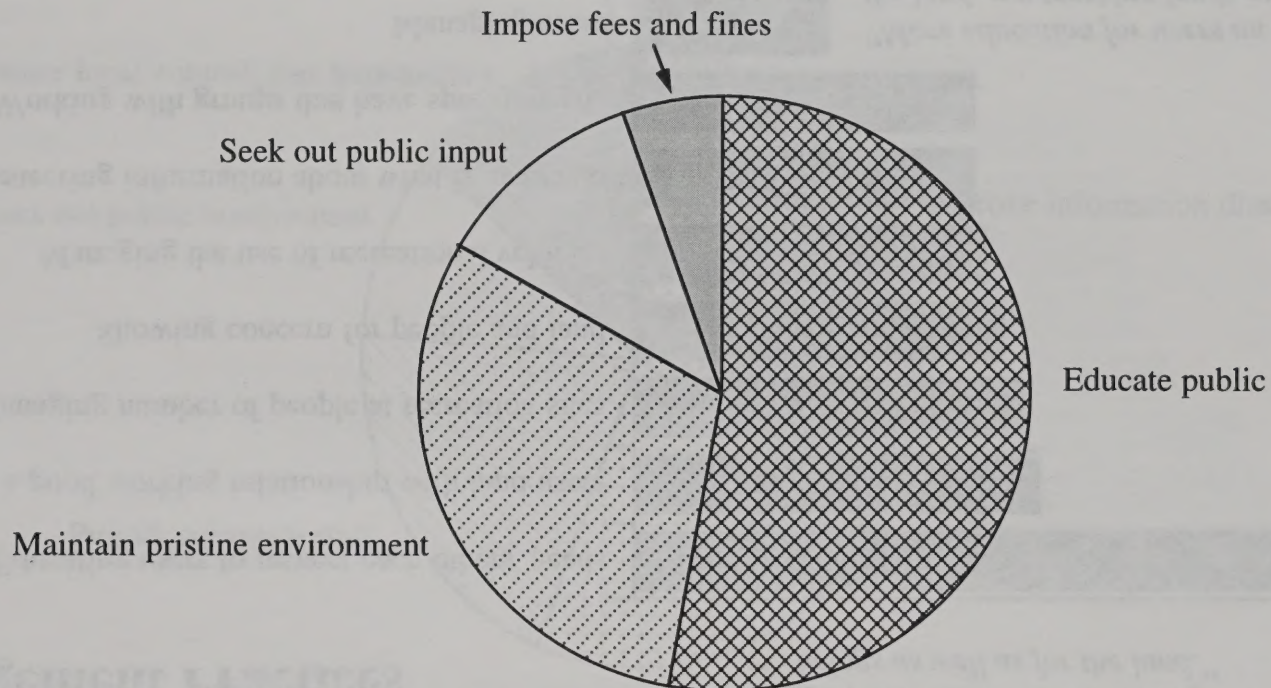
## Recreational and Educational Use Customers: Improvement Opportunities

### Protection of Resources



## Recreational and Educational Use Customers: Improvement Opportunities

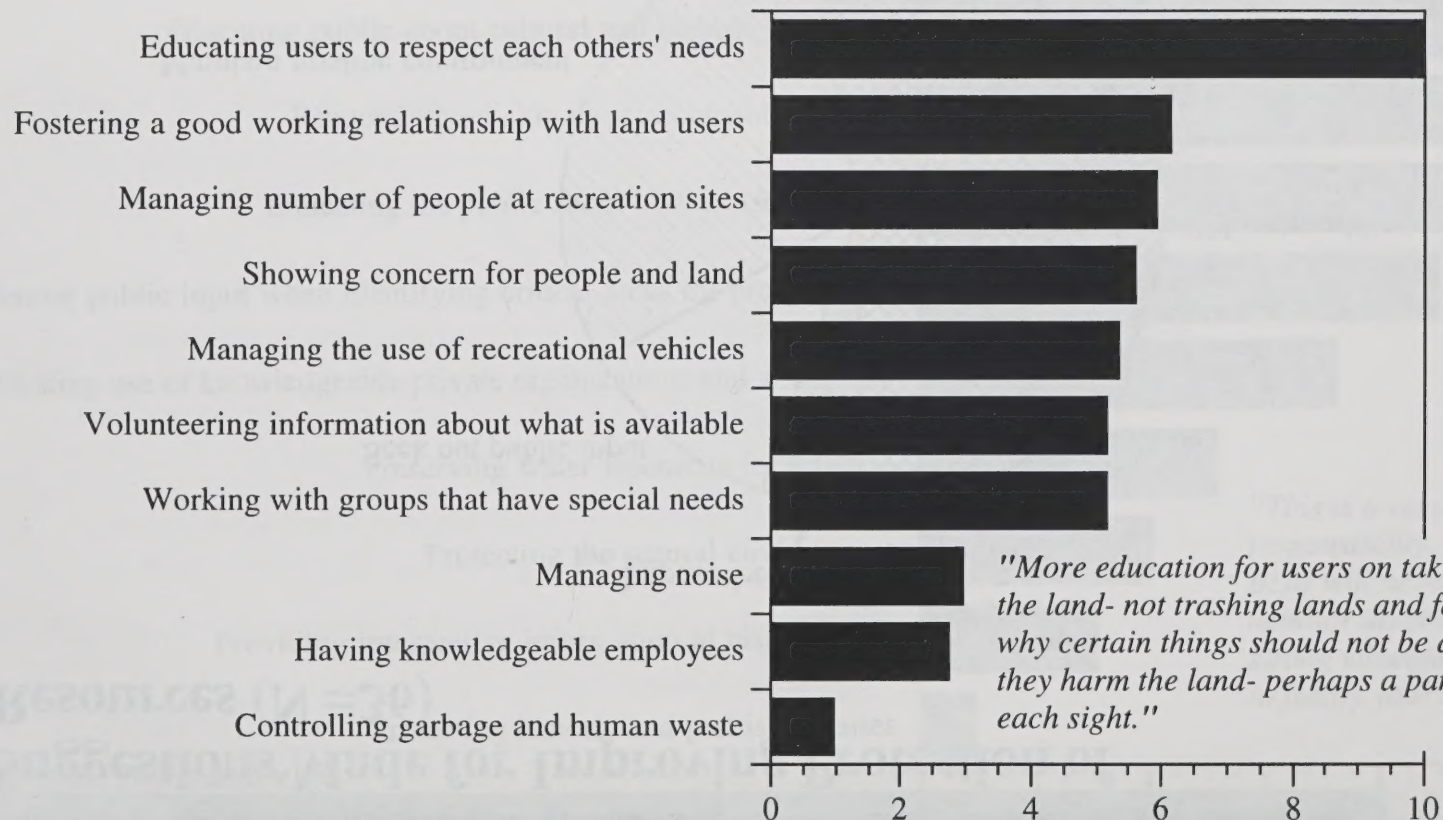
### Suggestions Made for Improving Protection of Resources (N =36)



## Recreational and Educational Use Customers: Improvement Opportunities

### Management Practices

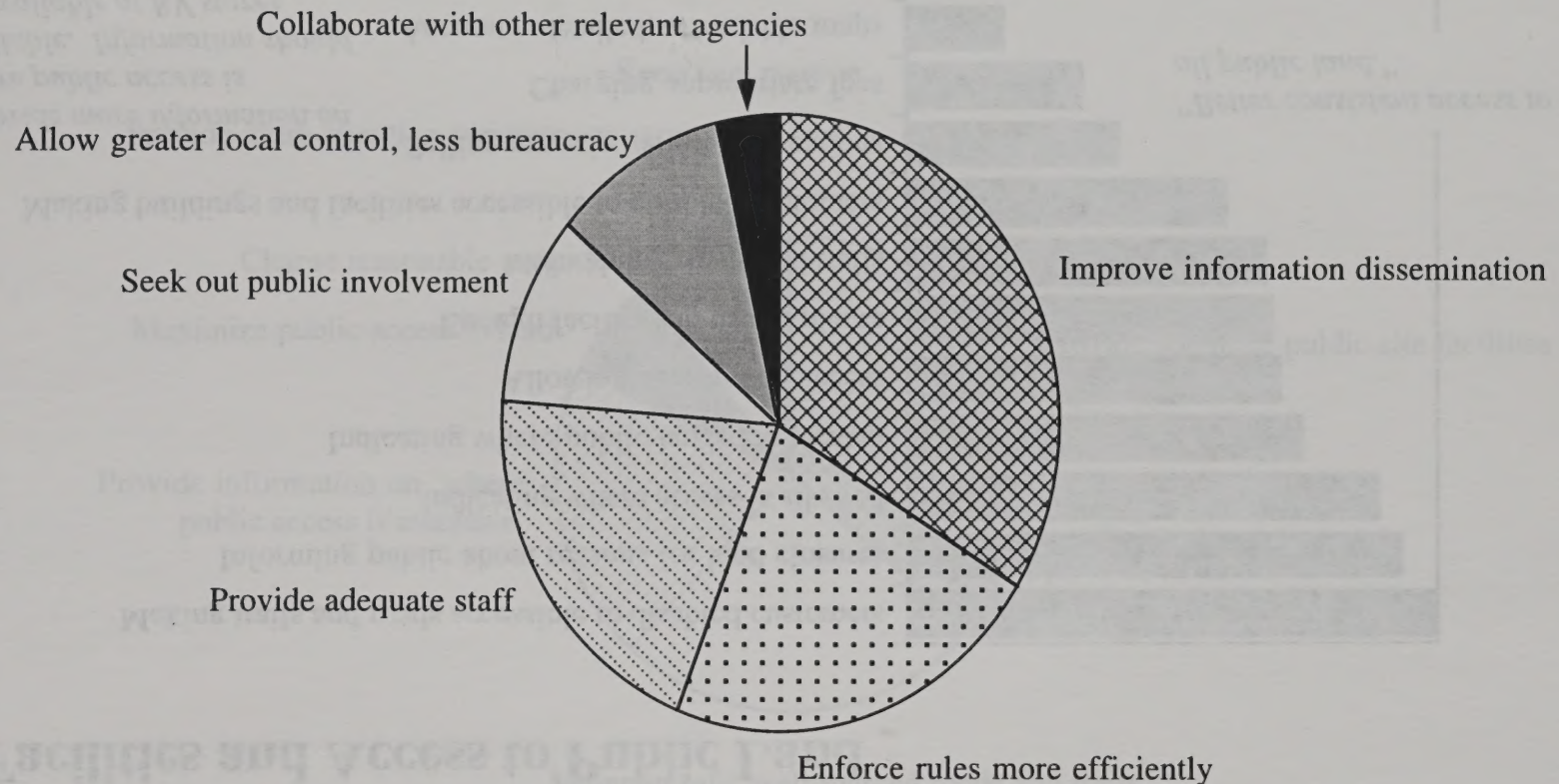
*"Having practices that show concern for human beings as well as for the land."*



*"More education for users on taking care of the land- not trashing lands and facilities- why certain things should not be done, why they harm the land- perhaps a pamphlet at each sight."*

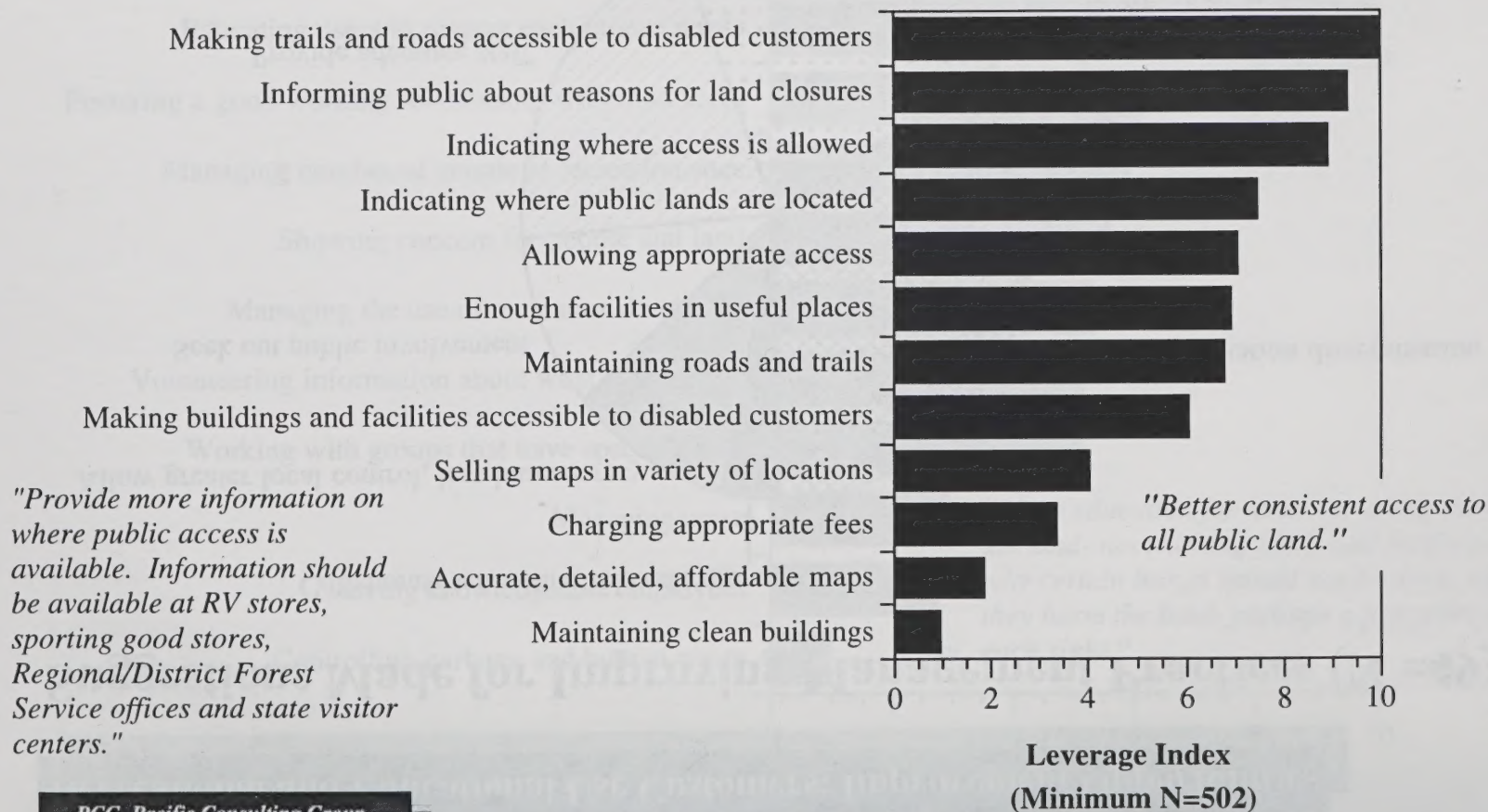
## Recreational and Educational Use Customers: Improvement Opportunities

### Suggestions Made for Improving Management Practices (N =49)



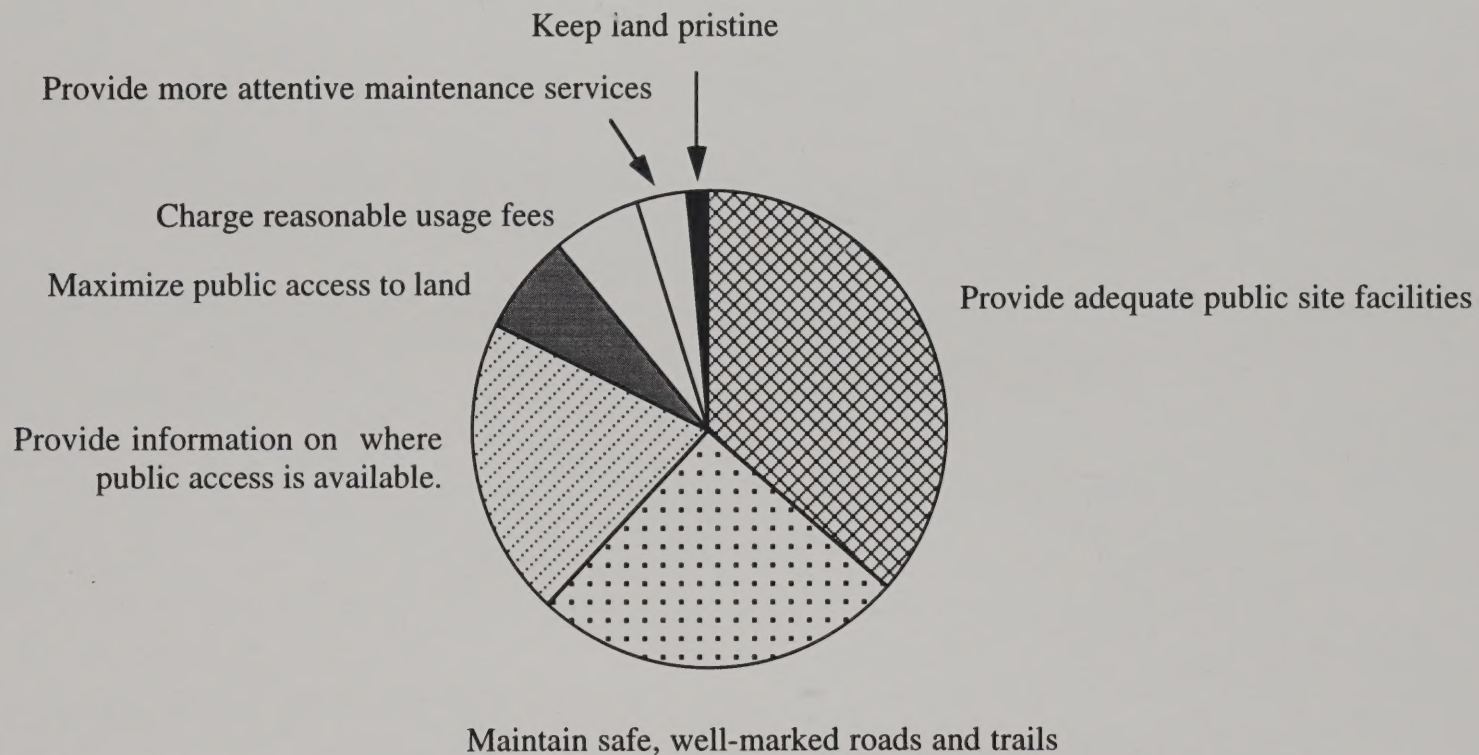
## Recreational and Educational Use Customers: Improvement Opportunities

### Facilities and Access to Public Land



## Recreational and Educational Use Customers: Improvement Opportunities

### Suggestions Made for Improving Facilities and Access to Public Land (N =118)









# Land Management Transaction Customers

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## **Land Management Transaction Customers: Overview**

# **Focus Groups Were Conducted to Construct the Net Impression<sup>®</sup> Framework for Land Management Transactors**

- PCG moderators conducted focus groups in Reno, Nevada.
- Forest Service moderators conducted focus groups in Coeur d'Alene, Idaho, and Santa Fe, New Mexico.
- Use Authorization customer expectations formed the basis for questions contained in the questionnaire.
- The questionnaire was reviewed and finalized by the Customer Service lead group and pretested at field locations

## Land Management Transaction Customers: Overview

# Land Management Transactions Customer Scorecard

### Processing Land Transactions

- Being able to obtain information and conduct transactions at local BLM offices
- Making up-to-date information accessible
- Letting me know what to expect during the transaction process
- Matching the complexity and expense of the application with the likely impacts of the transaction
- Letting me know when I can expect a response
- Charging fair rates and fees
- Processing my application in a timely manner
- Maintaining good communications during the transaction process
- Giving consideration to special situations
- Providing assistance when needed to complete paperwork
- Explaining the terms and conditions of the land transaction

### Service Delivery

- Having employees who are knowledgeable about my geographic area and its resources
- Showing enthusiasm and having a friendly, cooperative attitude
- Understanding the agency's policies and regulations
- Employing a sufficient number of staff for the work load
- Delivering consistent service
- Maintaining a good relationship with the public
- Being flexible and creative in meeting users' needs
- Being available when I call
- Responding promptly to information requests

### Resource Management Practices

- Fostering a cooperative working relationship with users
- Having reasonable maintenance requirements
- Providing helpful technical assistance to applicants and permittees
- Responding quickly to publicly desired projects, proposals, and improvements
- Balancing local and national priorities when interpreting laws and policies
- Balancing the needs of multiple users
- Balancing conservation of the environment with applicants' needs
- Respecting Native American lands and cultural sites

### Rules, Regulations, and Policies

- Having reasonable, logical rules and regulations
- Having fair enforcement policies
- Keeping public lands open for users when appropriate
- Ensuring fair and consistent policies for all applicants and permittees
- Interpreting regulations consistently
- Providing adequate protest and appeal policies to resolve issues and disputes

### Communicating with the Public

- Volunteering information to the public
- Providing consistent and timely information to the general public
- Making it easy for people to find out about proposed changes and public hearings
- Being open about the reasons for policy revisions
- Getting public input at the right point in the process
- Acting on public input when appropriate
- Including me in the land use planning process
- Educating all people about land uses and resource management
- Promoting BLM, its employees, and its mission to the public

### Internal Management Practices

- Communicating among departments within my local BLM office
- Coordinating with other BLM offices
- Coordinating with other state and federal agencies
- Having effective communication and coordination between Washington and the field
- Delegating sufficient authority to local BLM offices
- Empowering local employees to evaluate risks and to make decisions
- Holding employees accountable
- Making good use of resources and professionals outside BLM
- Performing an appropriate level of review of studies done by approved experts outside BLM
- Being progressive to meet current needs

## Land Management Transaction Customers: Respondent Profile

### 125 Completed Questionnaires Were Received from Land Management Transaction Customers

<u>State</u>	<u>Customers</u>	<u>Percent</u>
AK	1	.8%
CA	39	31.2%
ID	37	29.6%
OR	4	3.2%
Other (Unassigned)	44	35.2%
<b>Total</b>	<b>125</b>	<b>100%</b>

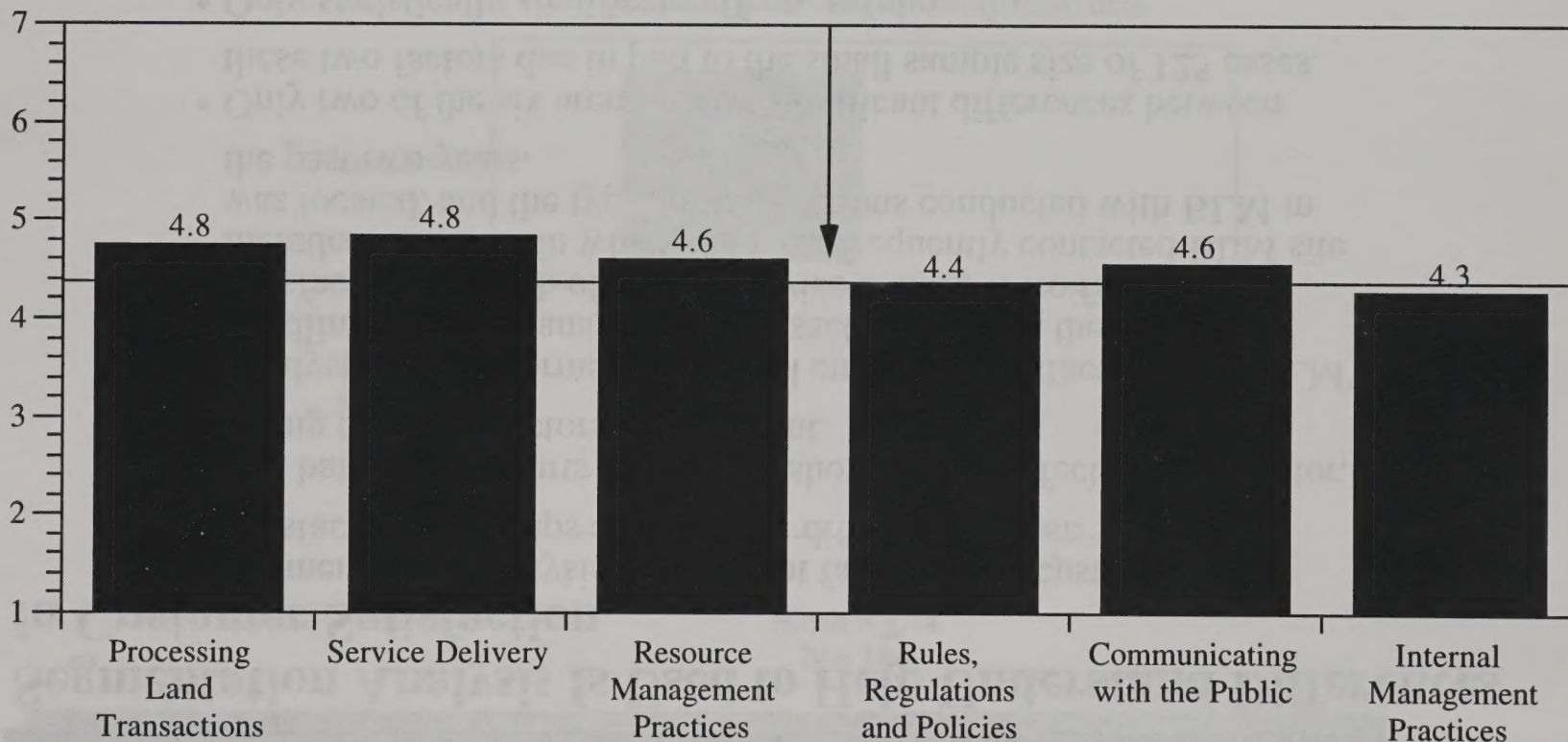
<u>Type of transaction(s) conducted with BLM in past two years*</u>	<u>Customers</u>	<u>Percent</u>
Acquisition	30	25.2%
Exchange	34	29.3%
Disposal	14	11.8%
Sale	44	37.3%
Grant	10	8.4%

\* Multiple response question.

## Land Management Transaction Customers: Customer Satisfaction Ratings

### Mean Arena and Overall Satisfaction Ratings

*Overall mean satisfaction  
rating: 4.4*

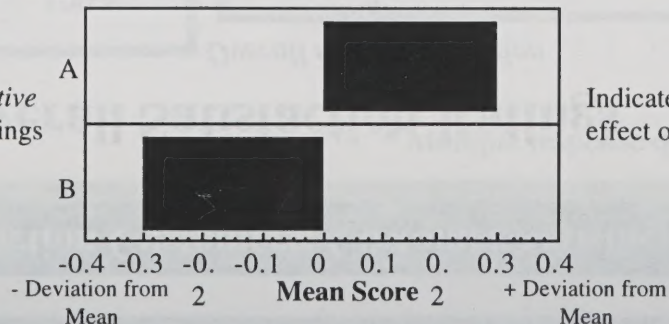


## Land Management Transaction Customers: Customer Satisfaction Ratings

### Segmentation Analysis Is Used to Help Understand Differences in Customer Satisfaction

- Segmentation Analysis shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on overall customer satisfaction with BLM's handling of land management transactions and on the overall satisfaction for each of the six service arenas. Two factors were included: the state in which the most frequently contacted BLM site was located, and the types of transactions conducted with BLM in the past two years.
- Only two of the six arenas show significant differences between these two factors due in part to the small sample size of 125 cases.
- Only statistically significant effects are shown.

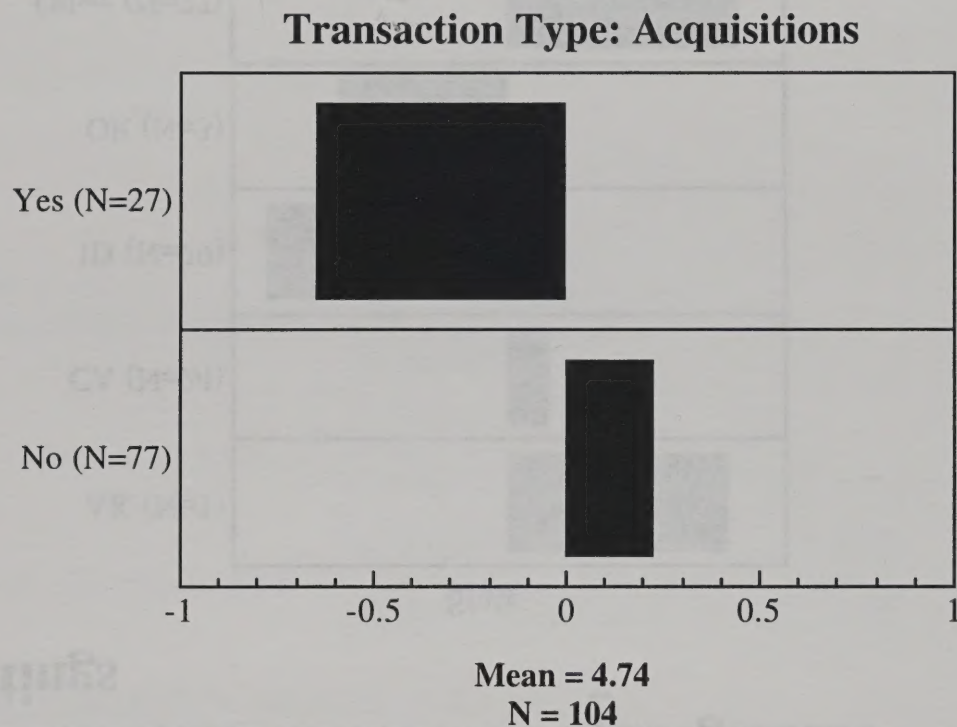
Indicates that the factor has a *negative* net effect on ratings



Indicates that the factor has a *positive* net effect on ratings

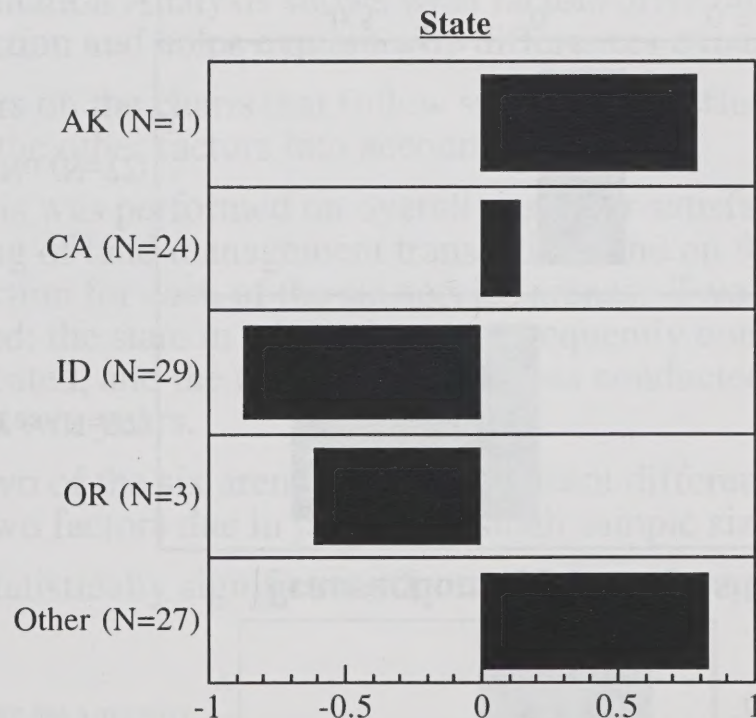
## Land Management Transaction Customers: Customer Satisfaction Ratings

### Significant Differences in Processing Land Transactions Ratings



## Land Management Transaction Customers: Customer Satisfaction Ratings

### Significant Differences in Internal Management Practices Ratings



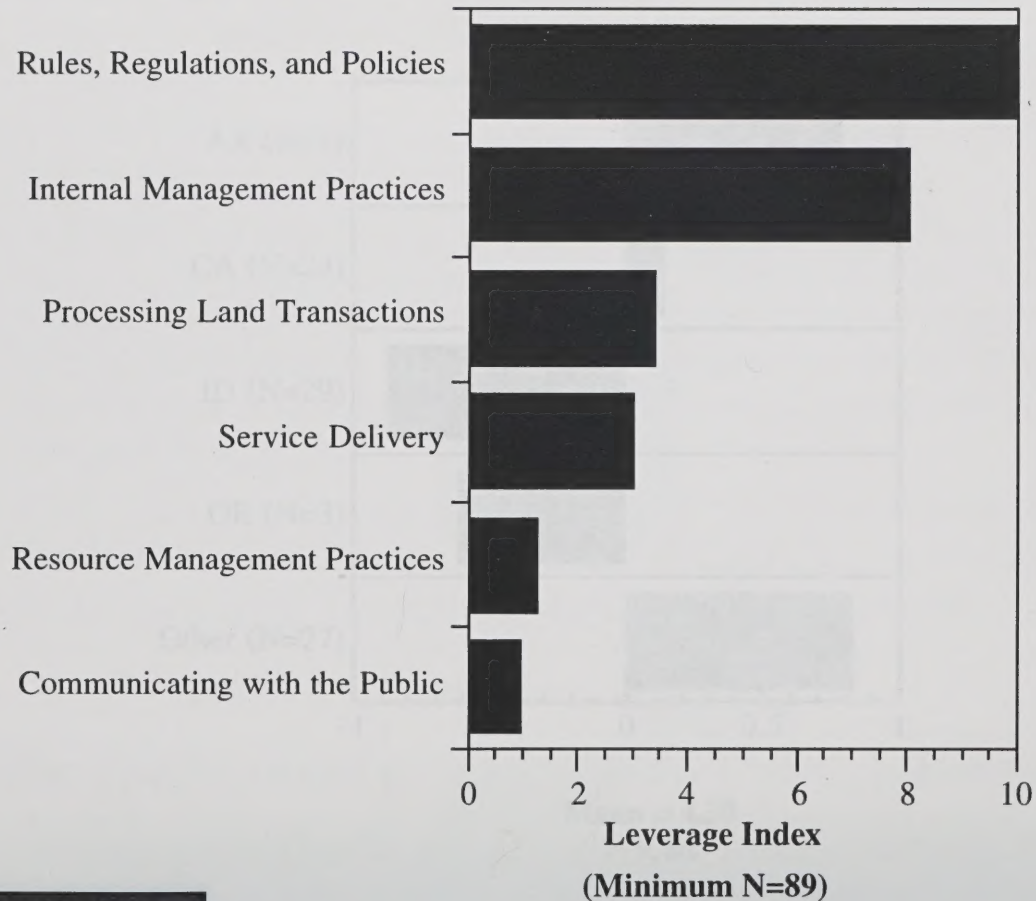
Mean = 4.30

N = 84



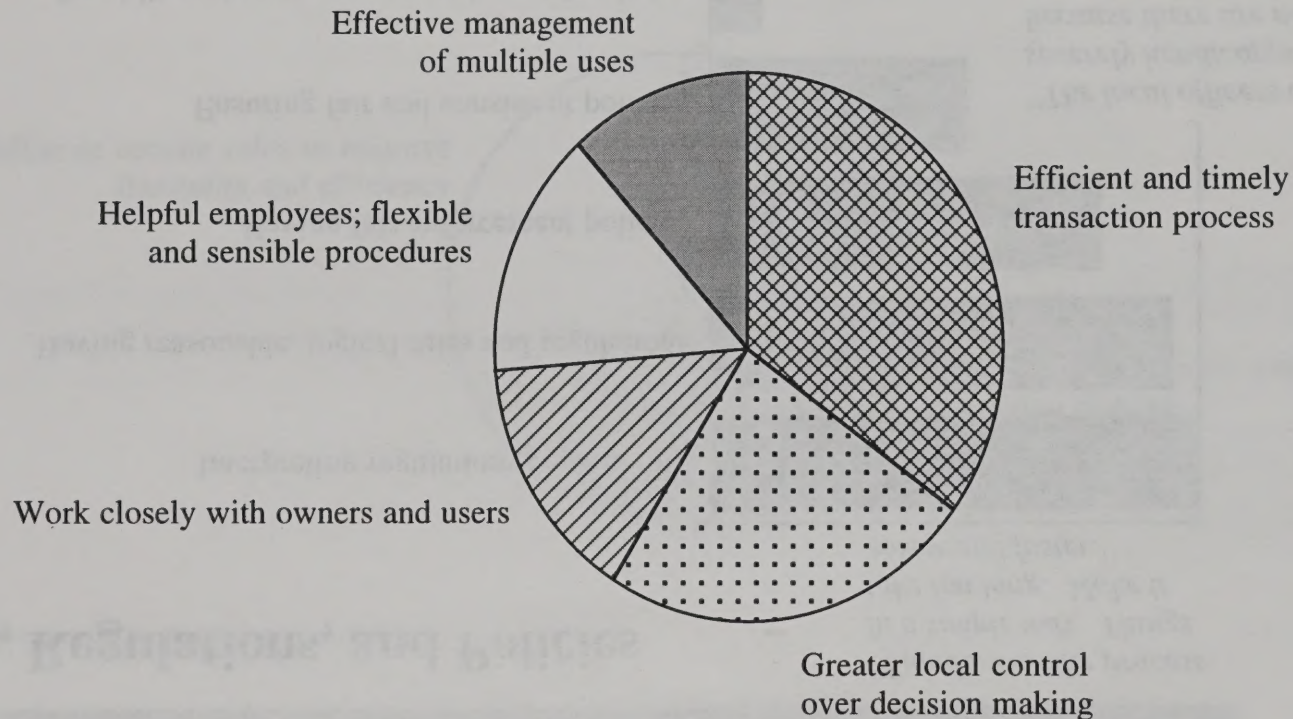
## Land Management Transaction Customers: Improvement Opportunities

### Customer Satisfaction Arena Leverage



## Land Management Transaction Customers: Improvement Opportunities

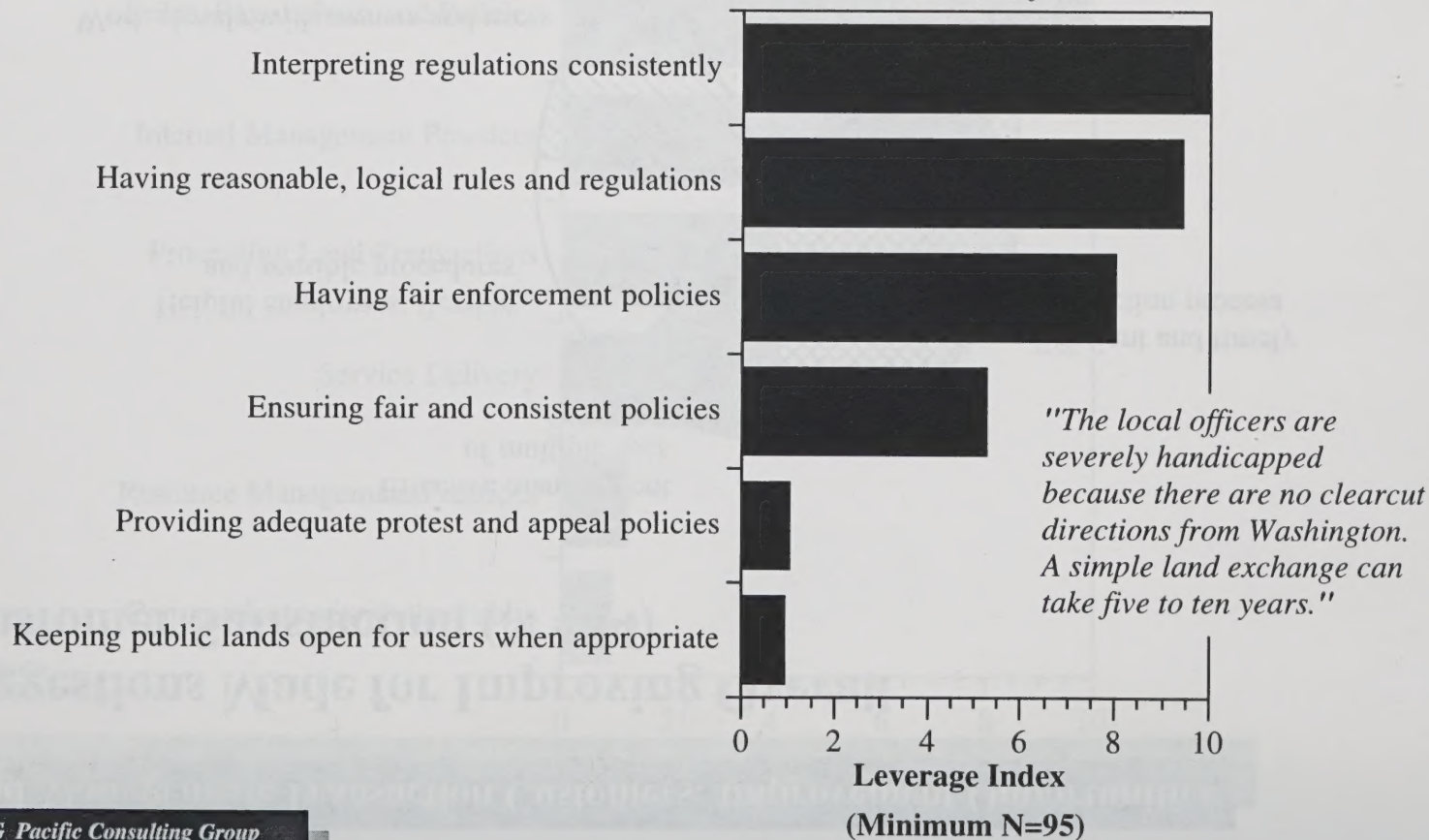
### Suggestions Made for Improving Overall Customer Satisfaction (N =34)



## Land Management Transaction Customers: Improvement Opportunities

### Rules, Regulations, and Policies

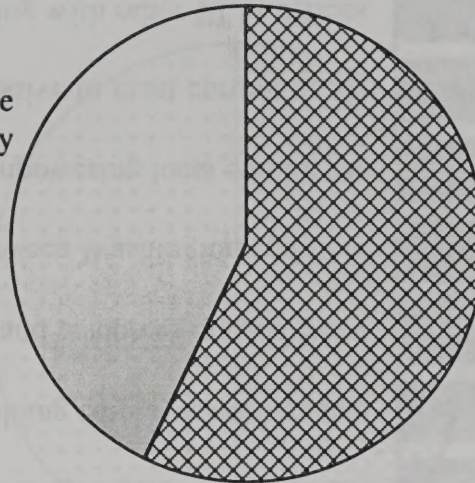
*"Standardize the process in a simple way. Things take too long. Make it easier and faster."*



## Land Management Transaction Customers: Improvement Opportunities

### Suggestions Made for Improving Rules, Regulations, and Policies (N =7)

Streamline or rewrite rules to improve flexibility and efficiency

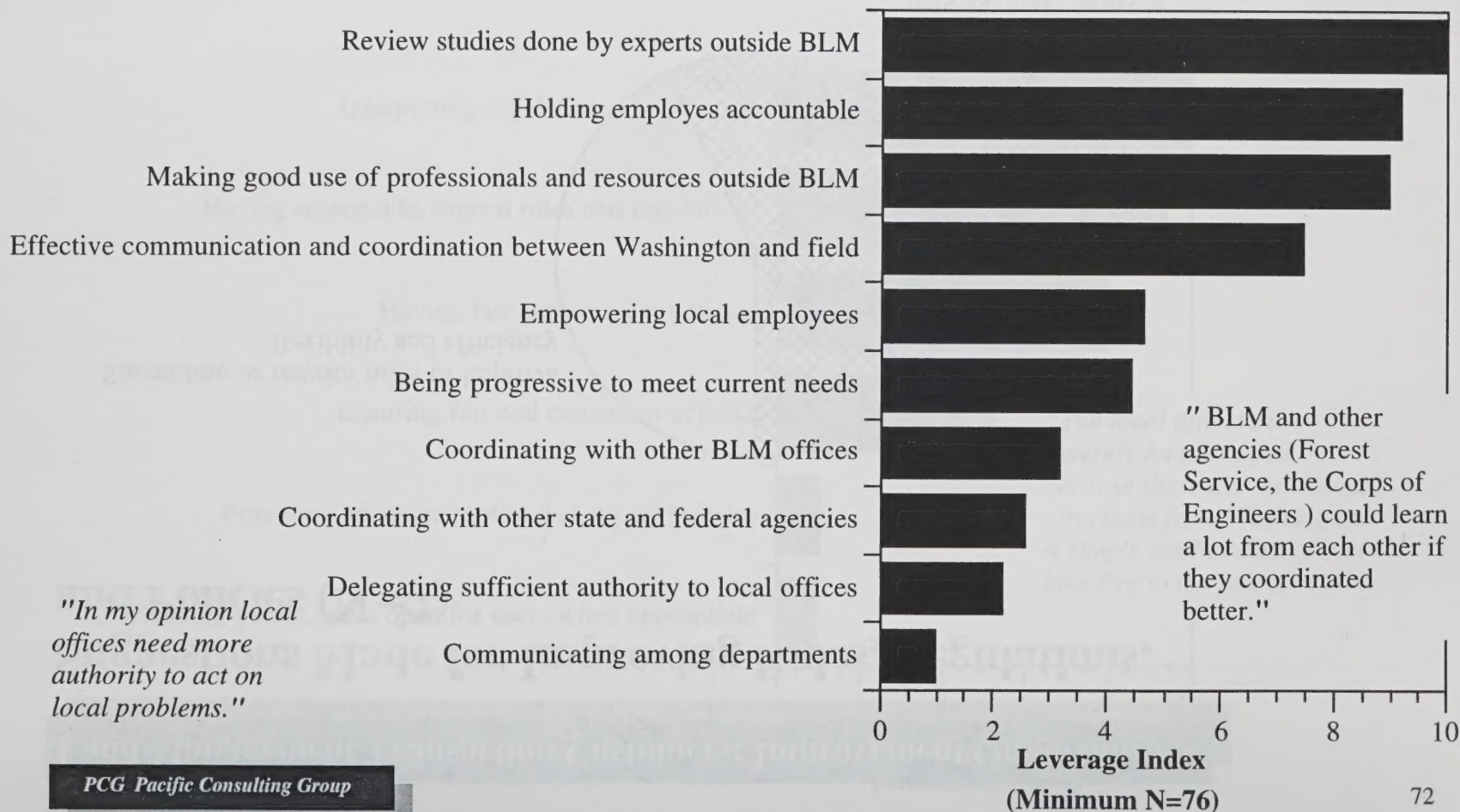


Greater local control over decision making

## Land Management Transaction Customers: Improvement Opportunities

### Internal Management Practices

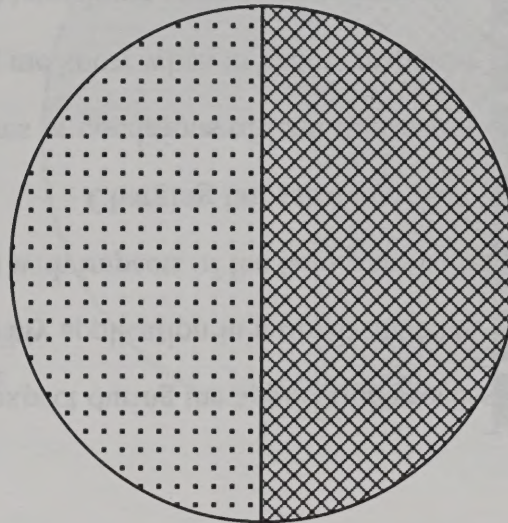
*"Make individuals responsible for their own actions."*



## Land Management Transaction Customers: Improvement Opportunities

### Suggestions Made for Improving Internal Management Practices (N =8)

Improve coordination between  
BLM offices and employees

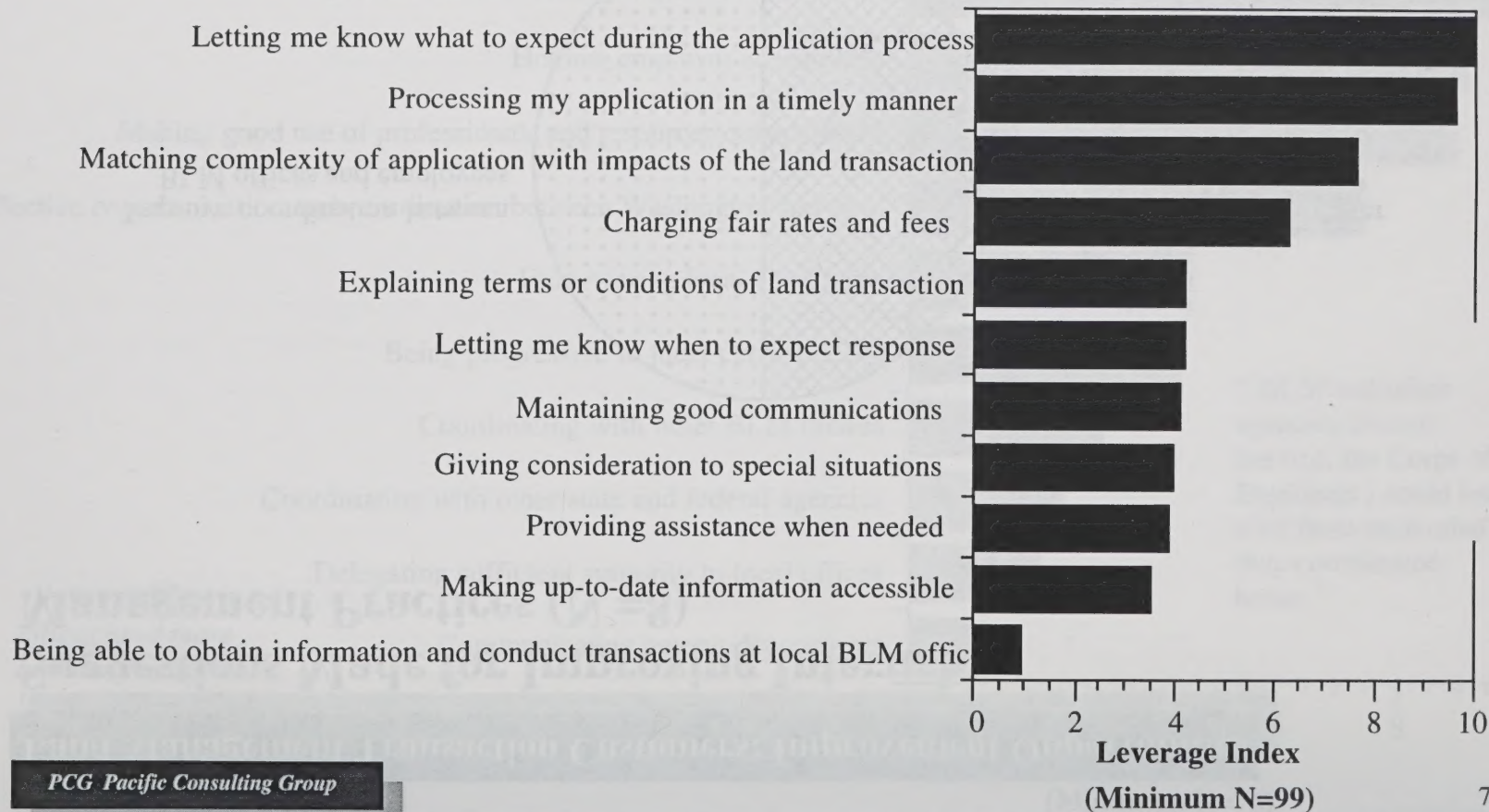


Greater local control over  
decision-making

# Land Management Transaction Customers: Improvement Opportunities

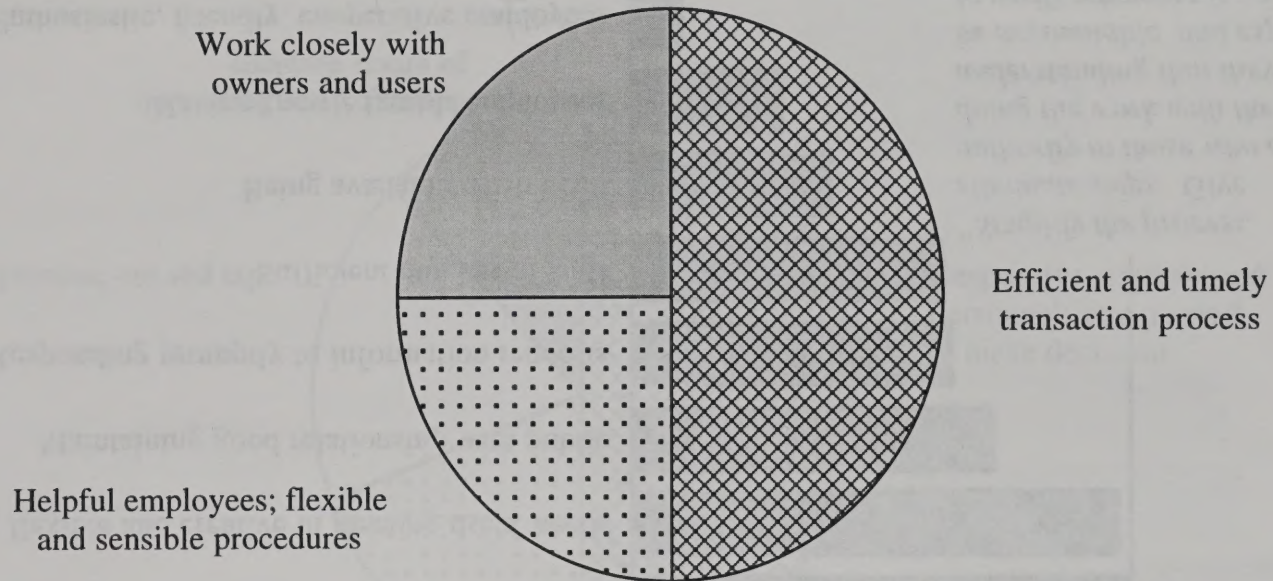
## Processing Land Transactions

"Need to simplify the process."



## Land Management Transaction Customers: Improvement Opportunities

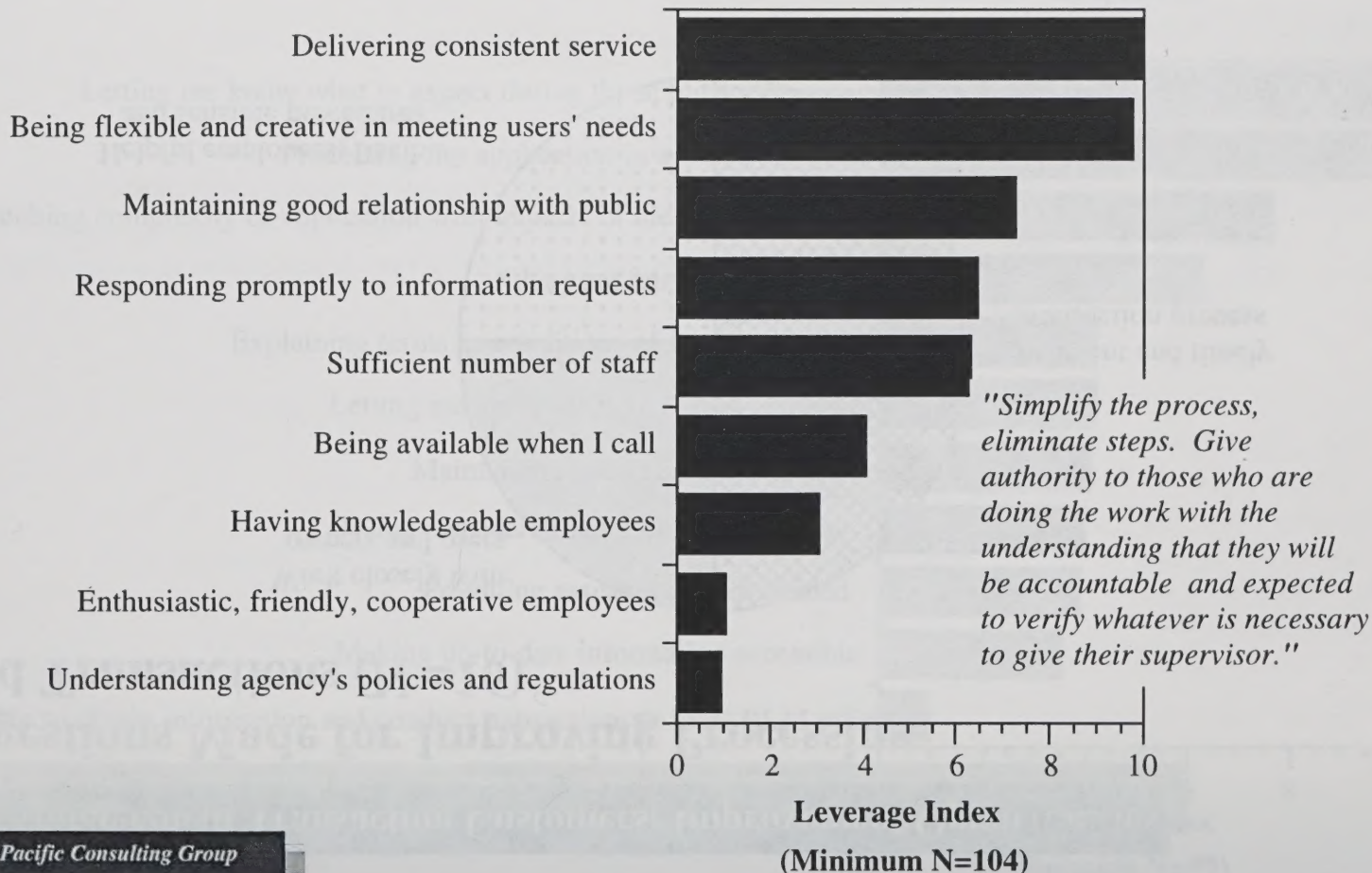
### Suggestions Made for Improving Processing Land Transactions (N =16)



## Land Management Transaction Customers: Improvement Opportunities

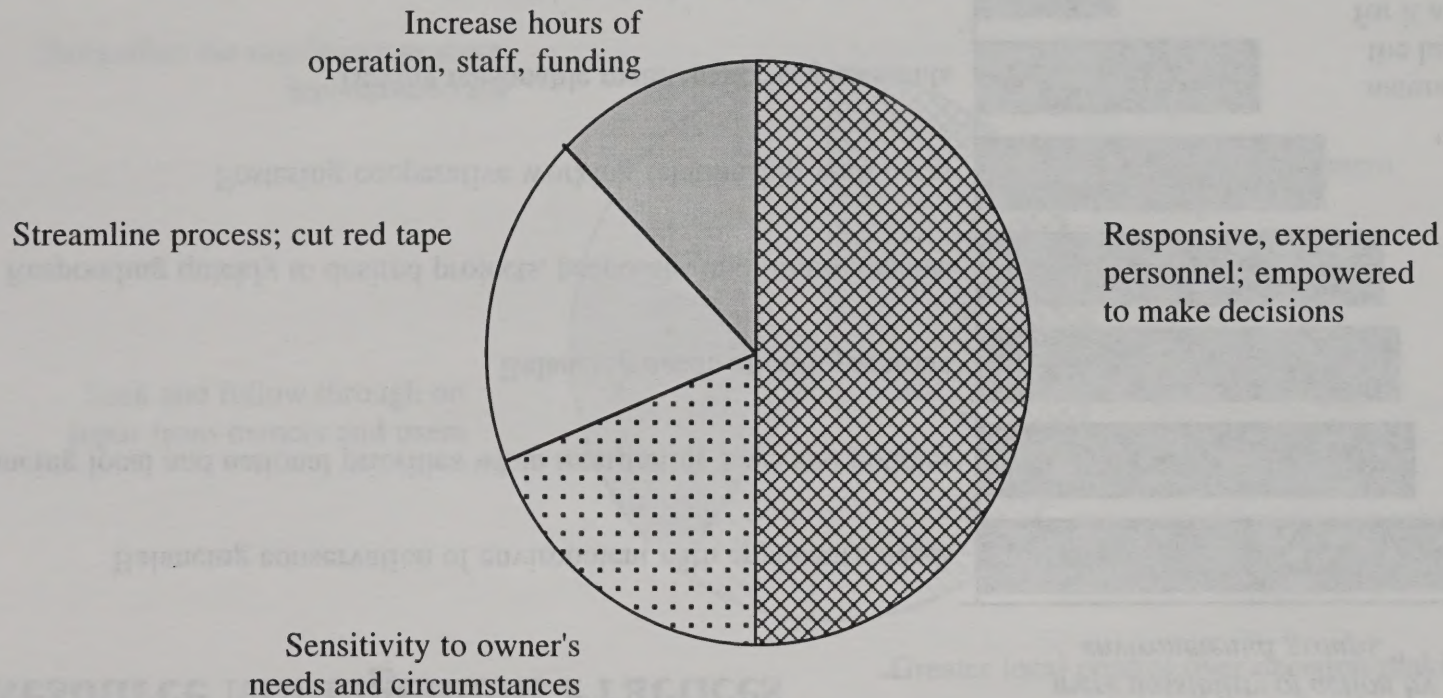
### Service Delivery

*"Enforce rules for everyone consistently."*



## Land Management Transaction Customers: Improvement Opportunities

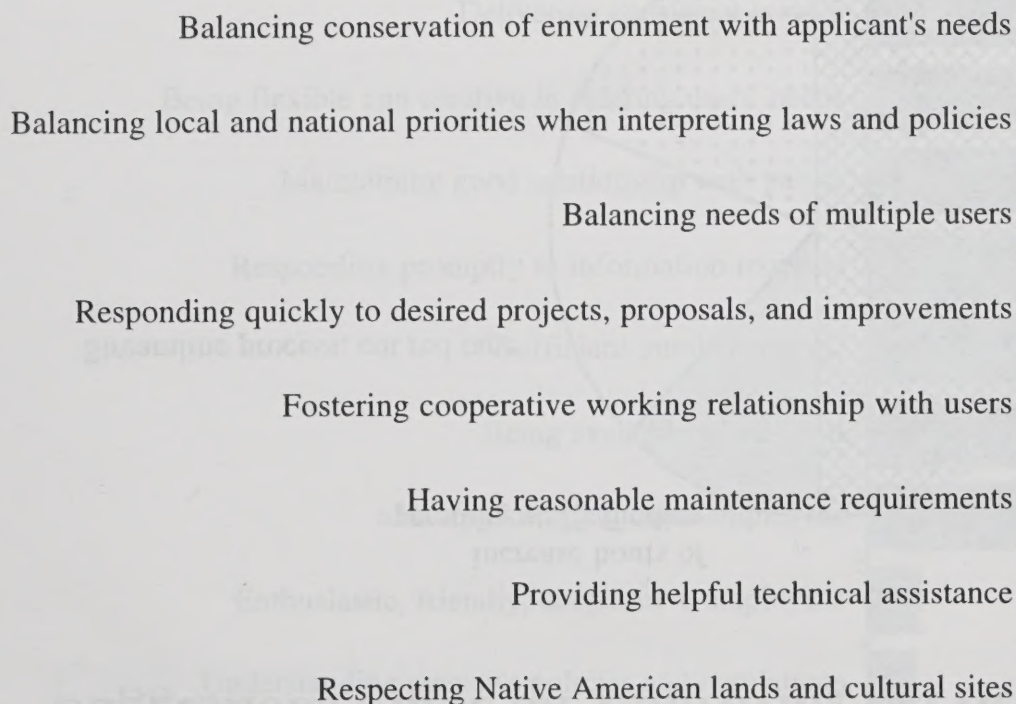
### Suggestions Made for Improving Service Delivery (N =15)



## Land Management Transaction Customers: Improvement Opportunities

### Resource Management Practices

*"BLM is too readily intimidated by the mere possibility of action by environmental groups."*



*"To value the natural integrity of the land and speak for it and safeguard it better so it will be healthy for future generations."*

Leverage Index

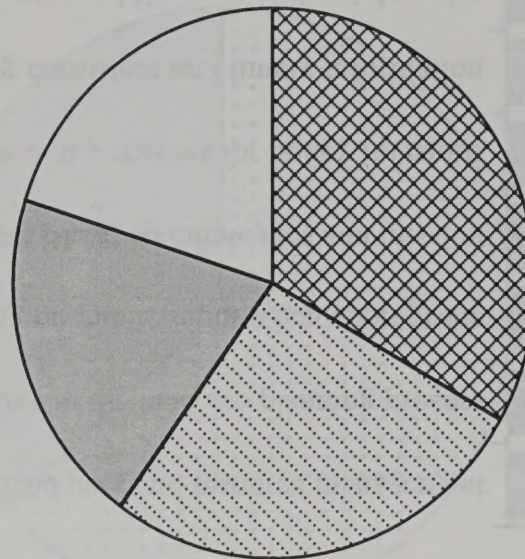
(Minimum N=90)

## Land Management Transaction Customers: Improvement Opportunities

### Suggestions Made for Improving Resource Management Practices (11)

Streamline the regulatory process;  
less bureaucracy

Seek and follow through on  
input from owners and users



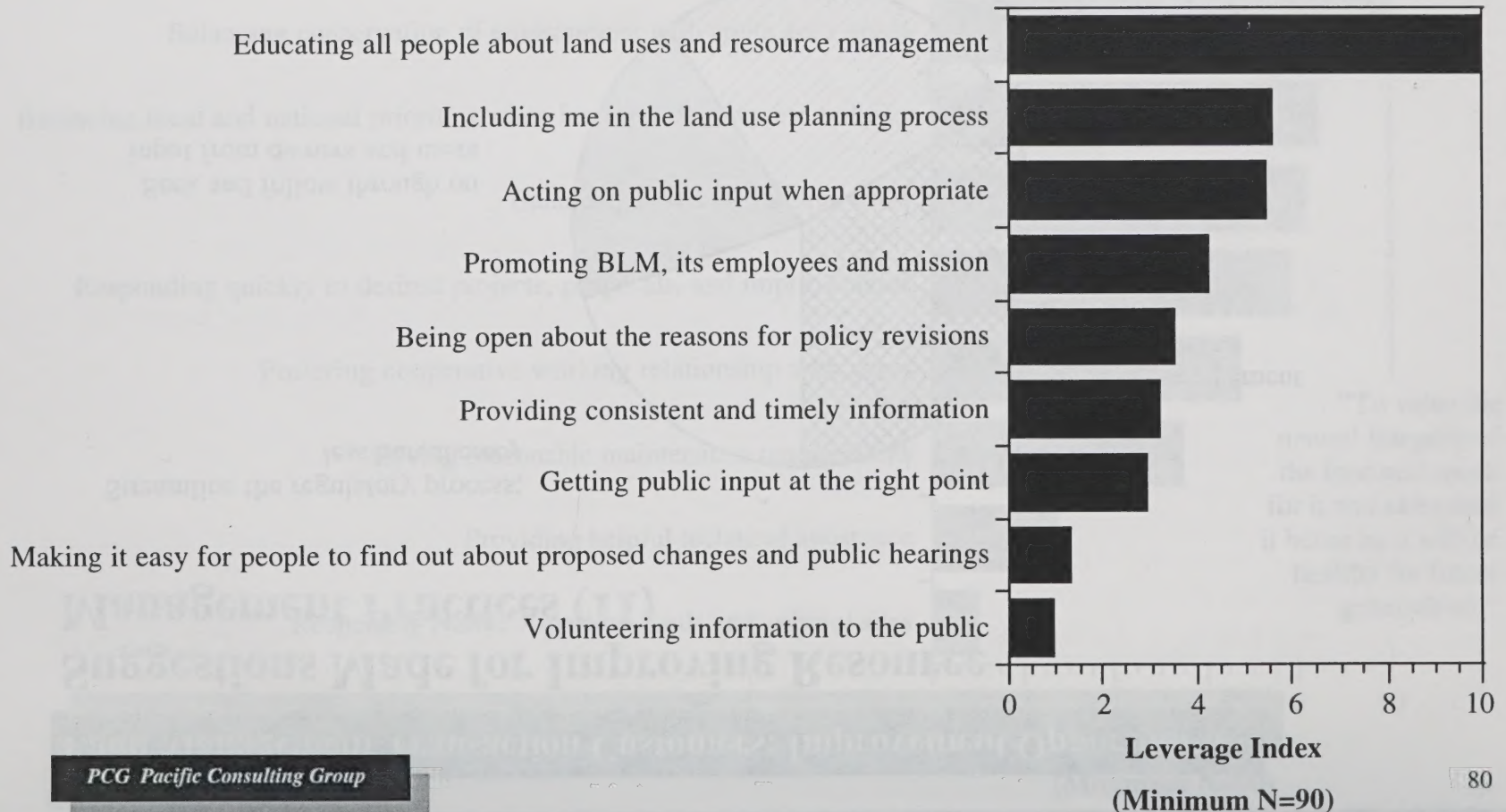
Effective management  
of multiple uses

Greater local control over decision making

## Land Management Transaction Customers: Improvement Opportunities

### Communicating with the Public

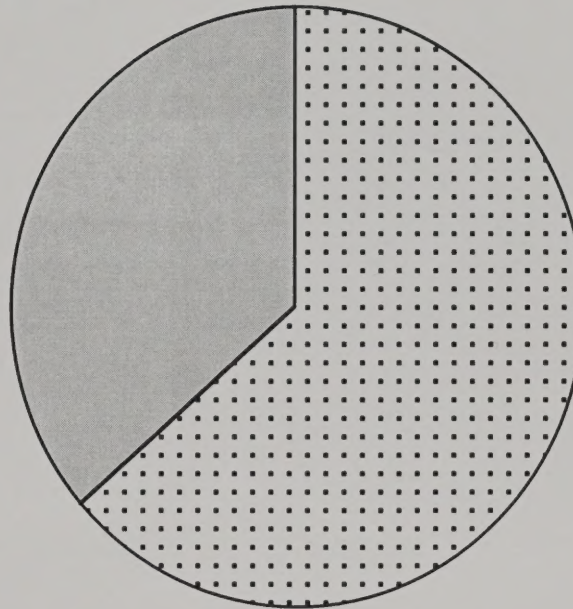
*"Get out and identify, survey, and document the resources, but in every case get local opinion on how the site should be handled."*



## Land Management Transaction Customers: Improvement Opportunities

### Suggestions Made for Improving Communicating with the Public (N =11)

Seek and follow through on input from owners and users



Closer communication with owners and users; honestly and openness







# Right-of-Way Customers

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## **Right-of-Way Customers: Overview**

# **Focus Groups Were Conducted to Construct the Net Impression® Framework for Right-of-Way Customers**

- PCG moderators conducted focus groups in Reno, Nevada.
- Forest Service moderators conducted focus groups in Coeur d'Alene, Idaho, and Santa Fe, New Mexico.
- Use Authorization customer expectations formed the basis for questions contained in the questionnaire.
- The Customer Service Lead Group reviewed and finalized the questionnaire items.

## Right-of-Way Customers: Overview

# Right-of-Way Grants Customer Scorecard

### Processing Grants

- Being able to obtain grants at local BLM offices
- Making up-to-date information accessible
- Letting me know what to expect during the application process
- Matching the complexity and expense of the application with the likely impacts of the use
- Letting me know when I can expect a response
- Charging fair rates and fees
- Processing annual my application in a timely manner
- Maintaining good communications during the authorization process
- Making it easy to temporary-use permits and right-of-way grants to other users
- Giving consideration to special situations
- Providing assistance when needed to complete paperwork
- Explaining the terms and conditions of the grant

### Service Delivery

- Having employees who are knowledgeable about my geographic area and its resources
- Showing enthusiasm and having a friendly, cooperative attitude
- Understanding the agency's policies and regulations
- Employing a sufficient number of staff for the work load
- Delivering consistent service
- Maintaining a good relationship with the public
- Being flexible and creative in meeting users' needs
- Being available when I call
- Responding promptly to information requests

### Resource Management Practices

- Fostering a cooperative working relationship with users
- Having reasonable maintenance requirements
- Providing helpful technical assistance to applicants and grantees
- Responding quickly to publicly desired projects, proposals, and improvements
- Balancing local and national priorities when interpreting laws and policies
- Balancing the needs of multiple users
- Balancing conservation of the environment with applicants' needs
- Respecting Native American lands and cultural sites

### Rules, Regulations, and Policies

- Having reasonable, logical rules and regulations
- Having fair enforcement policies
- Keeping public lands open for users when appropriate
- Ensuring fair and consistent policies for all applicants and grantees
- Interpreting regulations consistently
- Providing adequate protest and appeal policies to resolve issues and disputes

### Communicating with the Public

- Volunteering information to the public
- Providing consistent and timely information to the general public
- Making it easy for people to find out about proposed changes and public hearings
- Being open about the reasons for policy revisions
- Getting public input at the right point in the process
- Acting on public input when appropriate
- Including me in the land use planning process
- Educating all people about land uses and resource management
- Promoting BLM, its employees, and its mission to the public

### Internal Management Practices

- Communicating among departments within my local BLM office
- Coordinating with other BLM offices
- Coordinating with other state and federal agencies
- Having effective communication and coordination between Washington and the field
- Delegating sufficient authority to local BLM offices
- Empowering local employees to evaluate risks and to make decisions
- Holding employees accountable
- Making good use of resources and professionals outside BLM
- Performing an appropriate level of review of studies done by approved experts outside BLM
- Being progressive to meet current needs

## Right-of-Way Customers: Respondent Profile

### 174 Completed Questionnaires Were Received from Right-of-Way Customers

<u>State</u>	<u>Customers</u>	<u>Percent</u>
AK	11	6.3%
AZ	23	13.2%
NM	53	30.5%
NV	9	5.2%
Other (Unassigned)	78	44.8%
Total	174	100%

## Right-of-Way Customers: Respondent Profile

### Respondents Represent a Mix of Right of Way Grant Activity

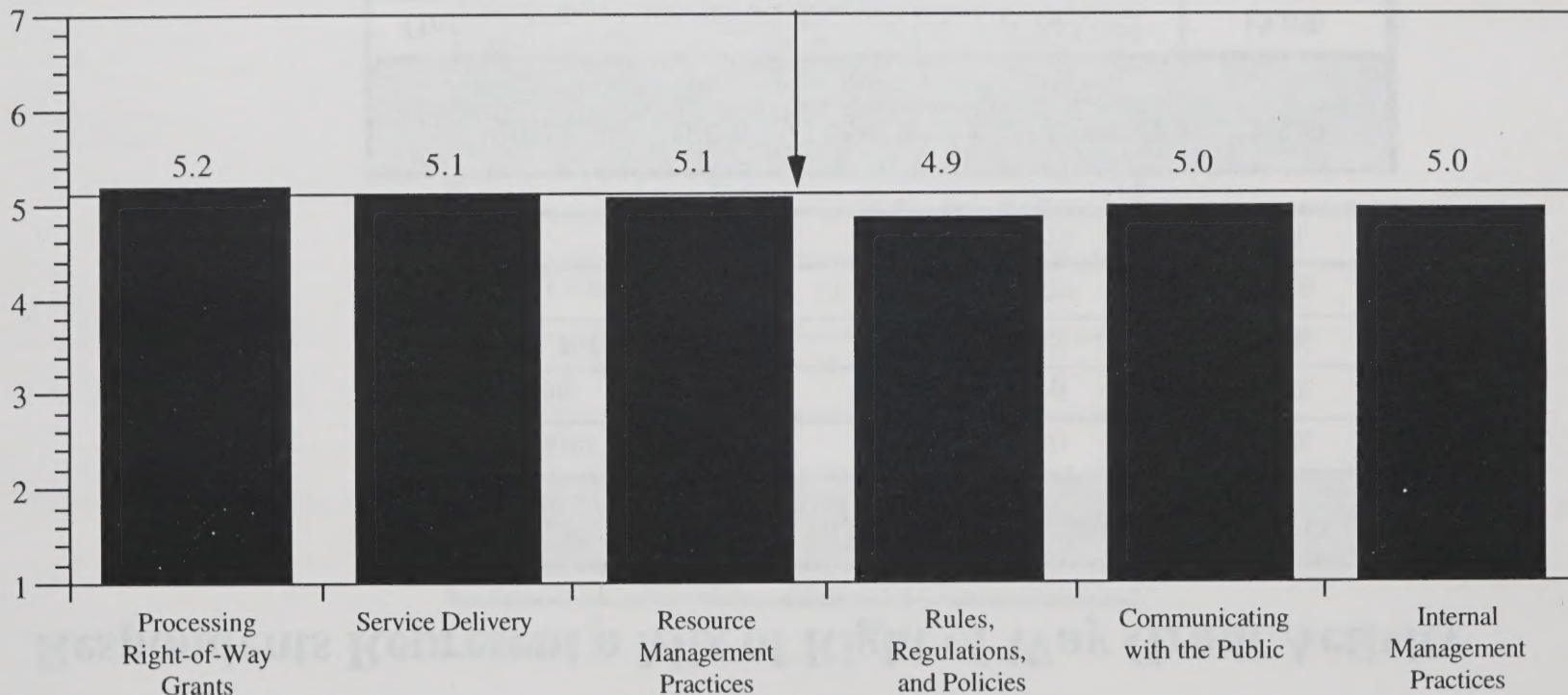
<u>Number of People Involved in Your Company or Organization</u>	<u>Customers</u>	<u>Percent</u>
One to Four	40	25.8%
Five to Ten	16	10.3%
Eleven to Fifty	42	27.1%
Over Fifty	57	36.8%
Total	155	100%

<u>Number of Right-of Way Grants Obtained from BLM in Past Two Years</u>	<u>Customers</u>	<u>Percent</u>
One	24	15.6%
Two to Four	36	23.4%
Five to Ten	46	29.9%
Over Ten	48	31.2%
Total	154	100%

## Right-of-Way Customers: Customer Satisfaction Ratings

### Arena and Overall Satisfaction Ratings

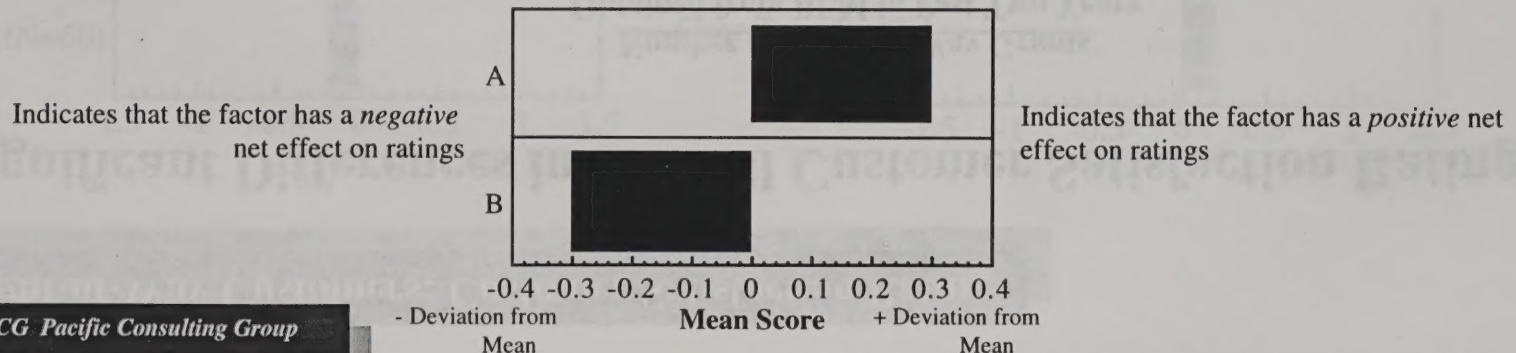
*Overall mean satisfaction  
rating: 5.0*



## Right-of-Way Customers: Customer Satisfaction Ratings

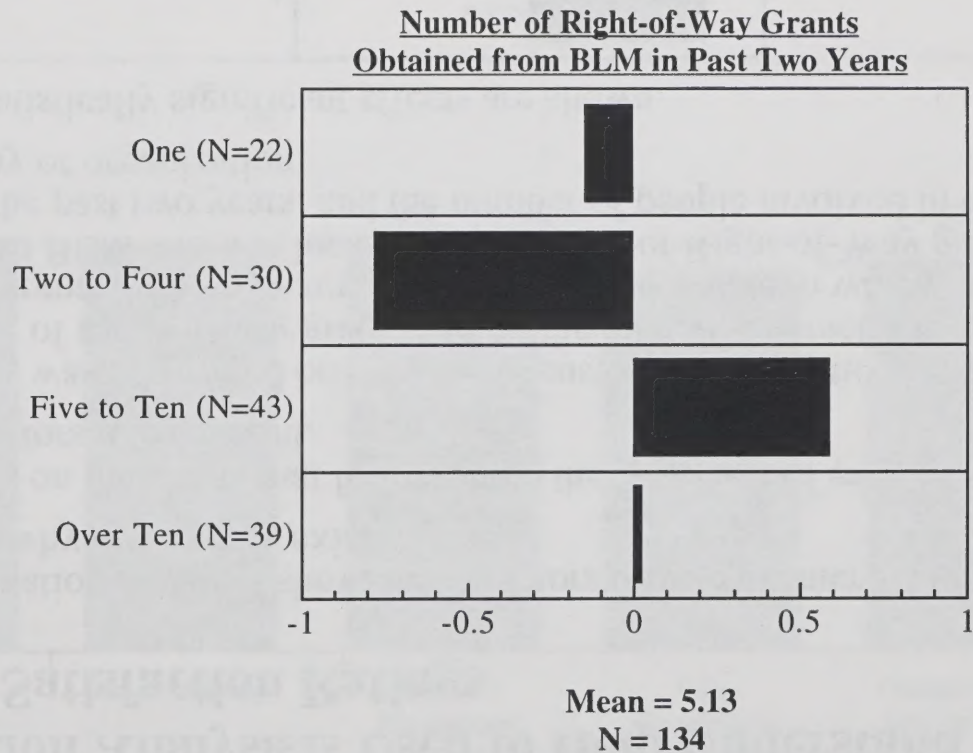
### Segmentation Analysis Is Used to Help Understand Differences in Customer Satisfaction Ratings

- Segmentation Analysis shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on the overall customer satisfaction with the BLM's handling of right-of-way grants and on the overall satisfaction for each of the six service arenas. Three factors were included: the state in which the most frequently contacted BLM site was located, the number of Right-of-Way grants obtained within the past two years, and the number of people involved in the grantees company or organization.
- Only statistically significant effects are shown.



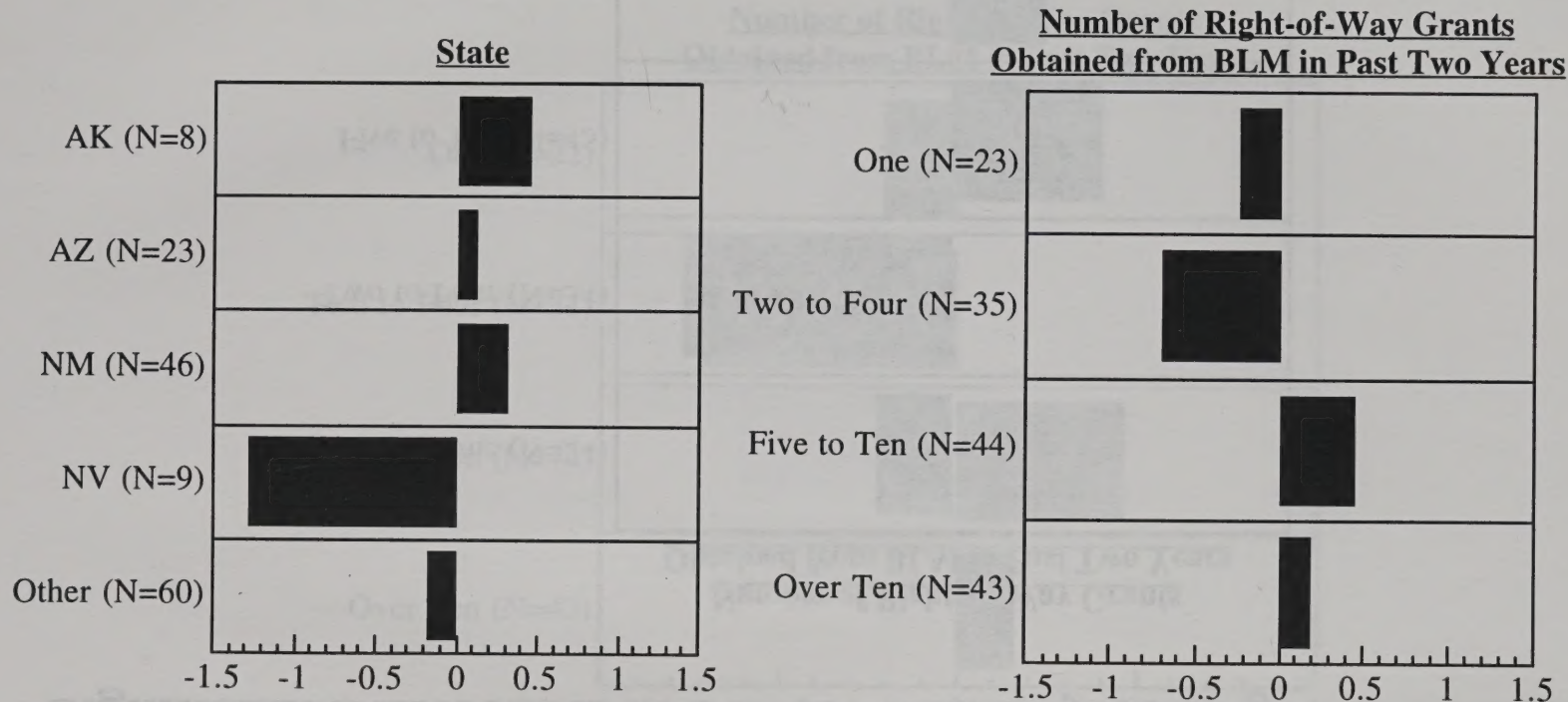
## Right-of-Way Customers: Customer Satisfaction Ratings

### Significant Differences in Overall Customer Satisfaction Ratings



## Right-of-Way Customers: Customer Satisfaction Ratings

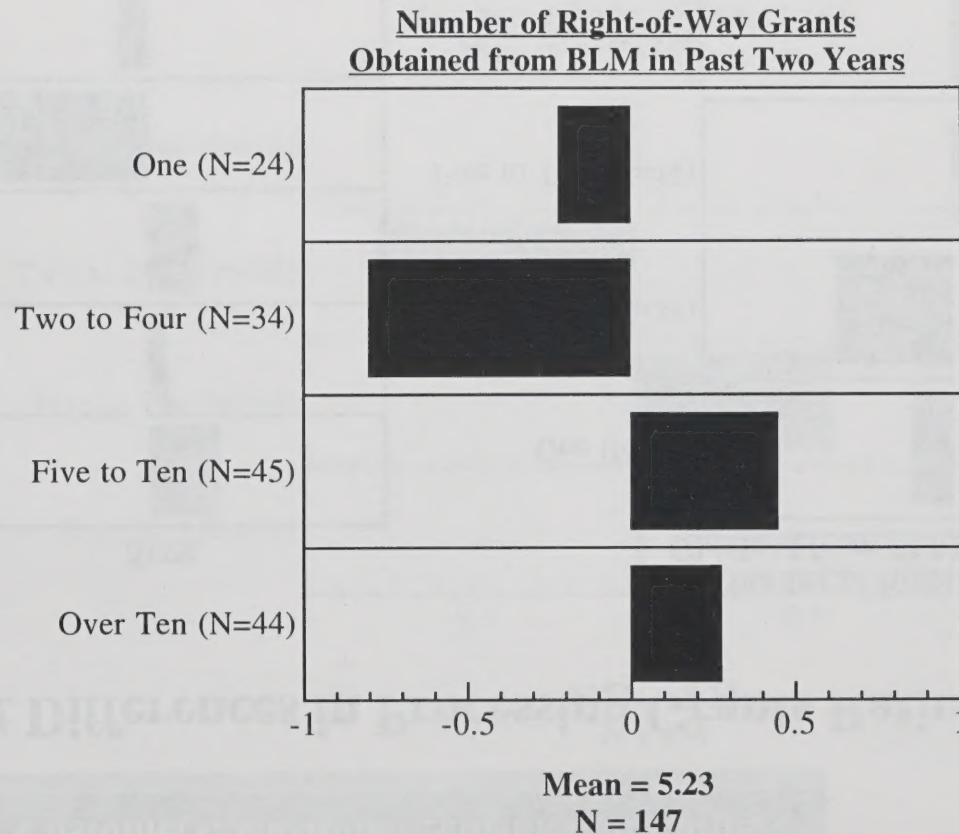
### Significant Differences in Processing Grants Ratings



Mean = 5.30  
N = 146

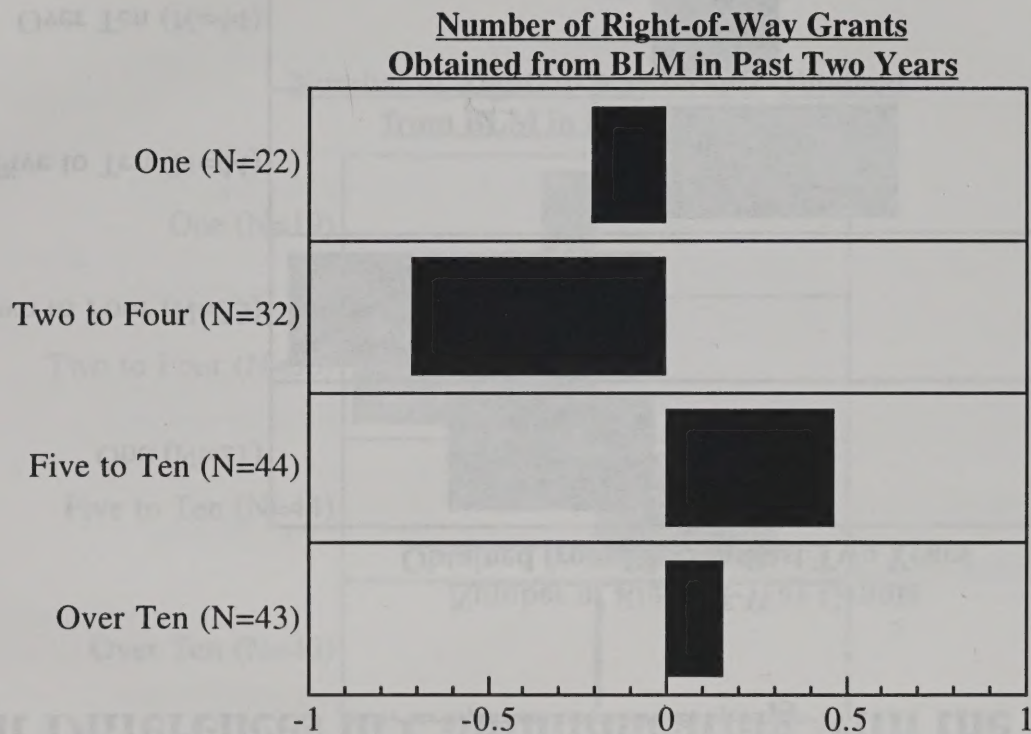
## Right-of-Way Customers: Customer Satisfaction Ratings

### Significant Differences in Service Delivery Ratings



## Right-of-Way Customers: Customer Satisfaction Ratings

### Significant Differences in Resource Management Practices Ratings

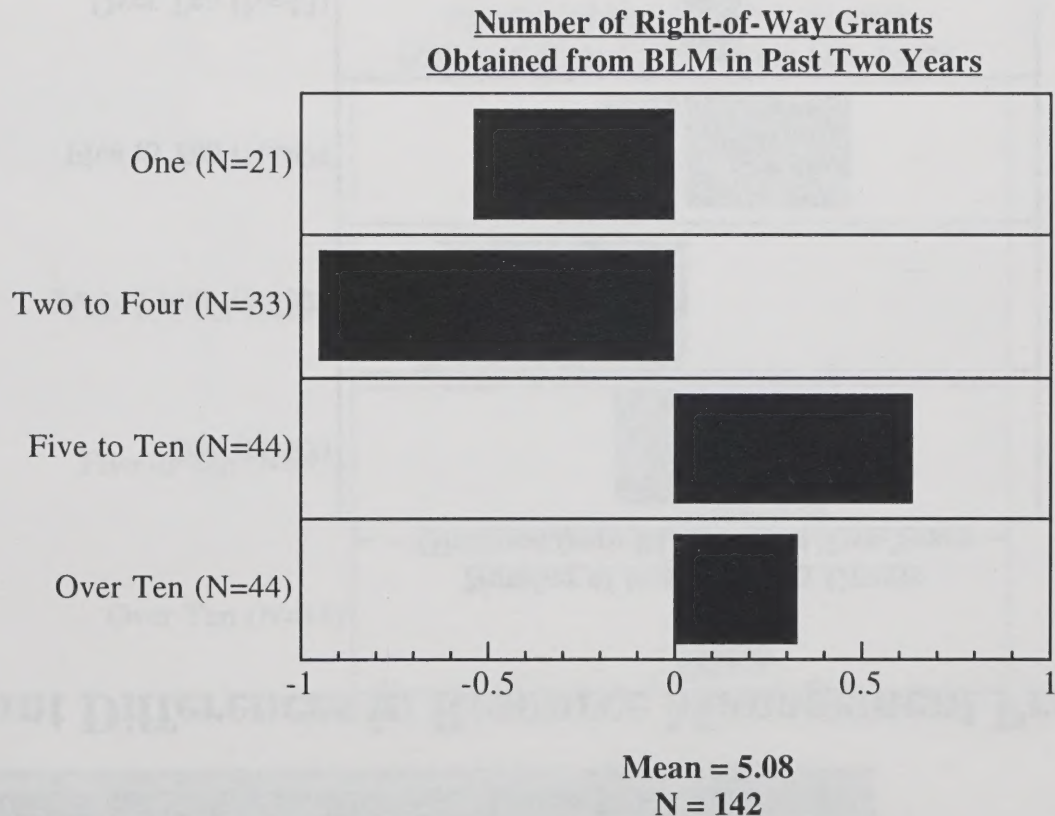


Mean = 5.17

N = 141

## Right-of-Way Customers: Customer Satisfaction Ratings

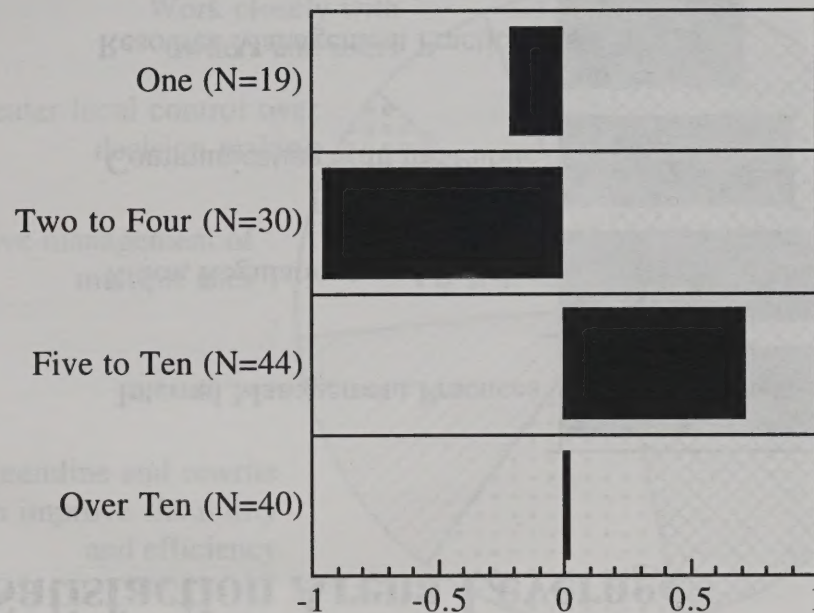
### Significant Differences in Communicating with the Public Ratings



## Right-of-Way Customers: Customer Satisfaction Ratings

### Significant Differences in Internal Management Practices Ratings

Number of Right-of-Way Grants Obtained  
from BLM in Past Two Years

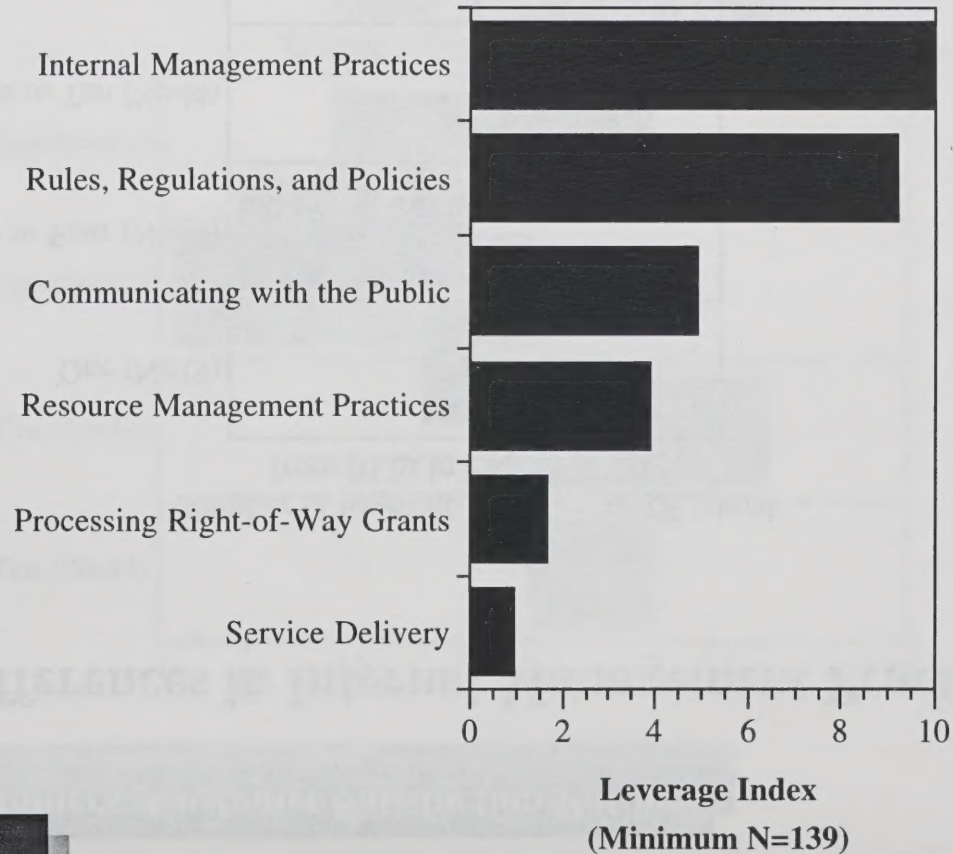


Mean = 5.08

N = 133

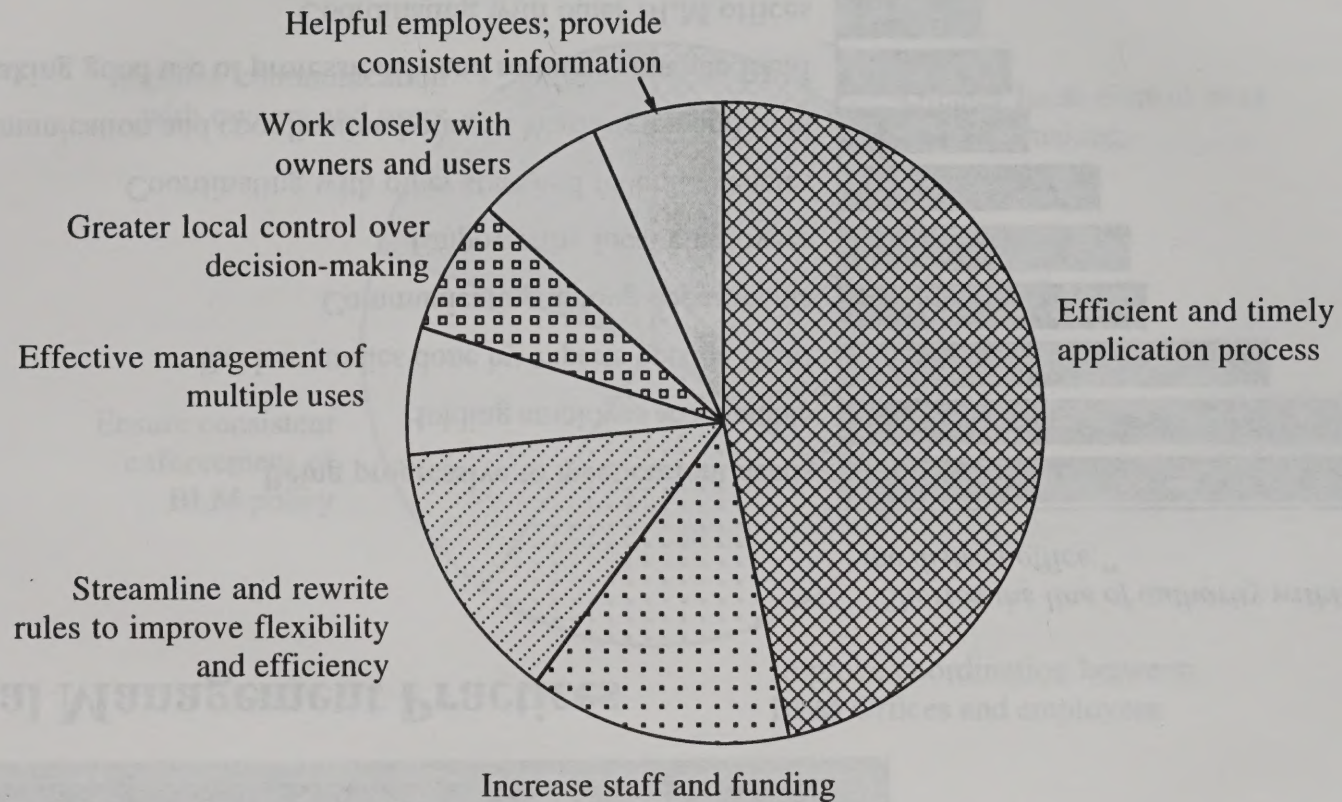
## Right-of-Way Customers: Improvement Opportunities

### Customer Satisfaction Arena Leverage



## Right-of-Way Customers: Improvement Opportunities

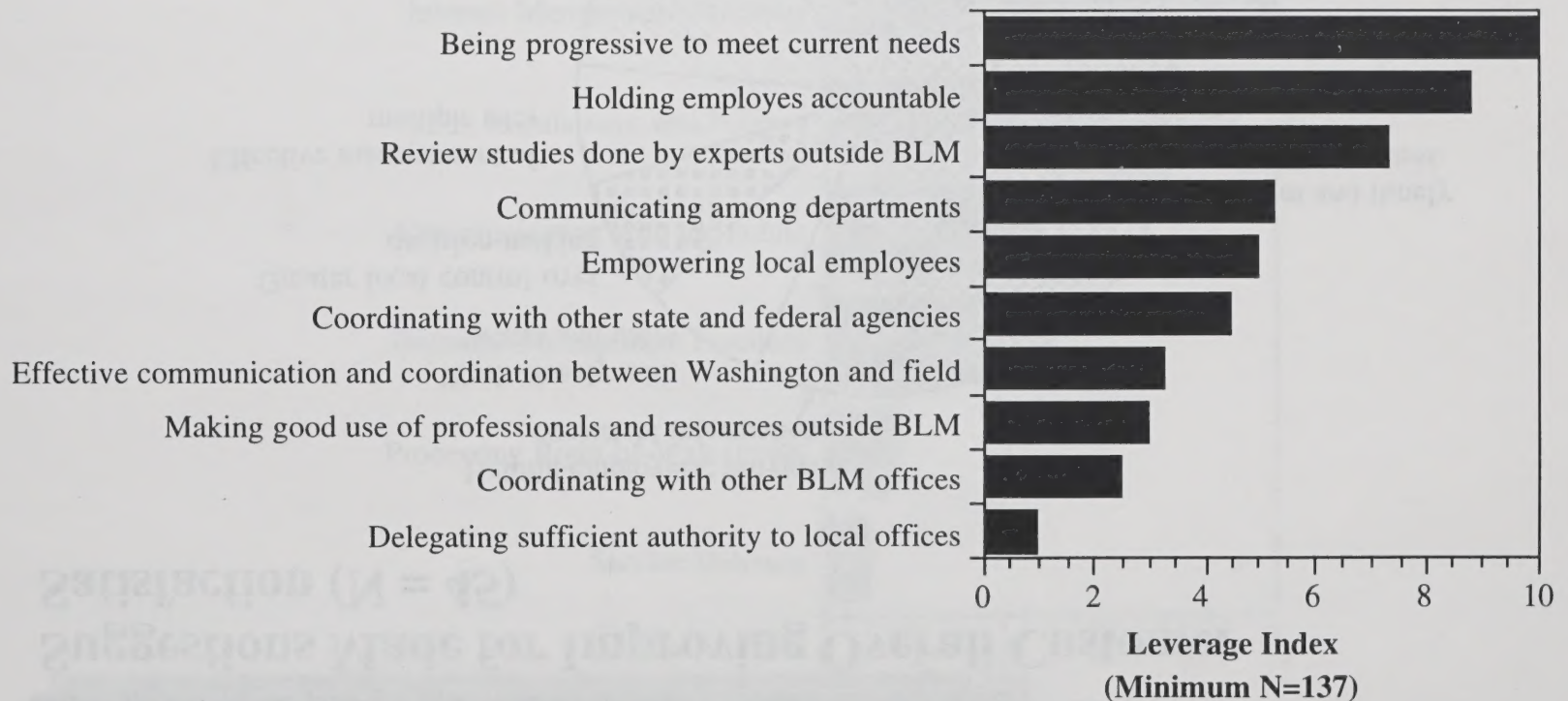
### Suggestions Made for Improving Overall Customer Satisfaction (N = 45)



## Right-of-Way Customers: Improvement Opportunities

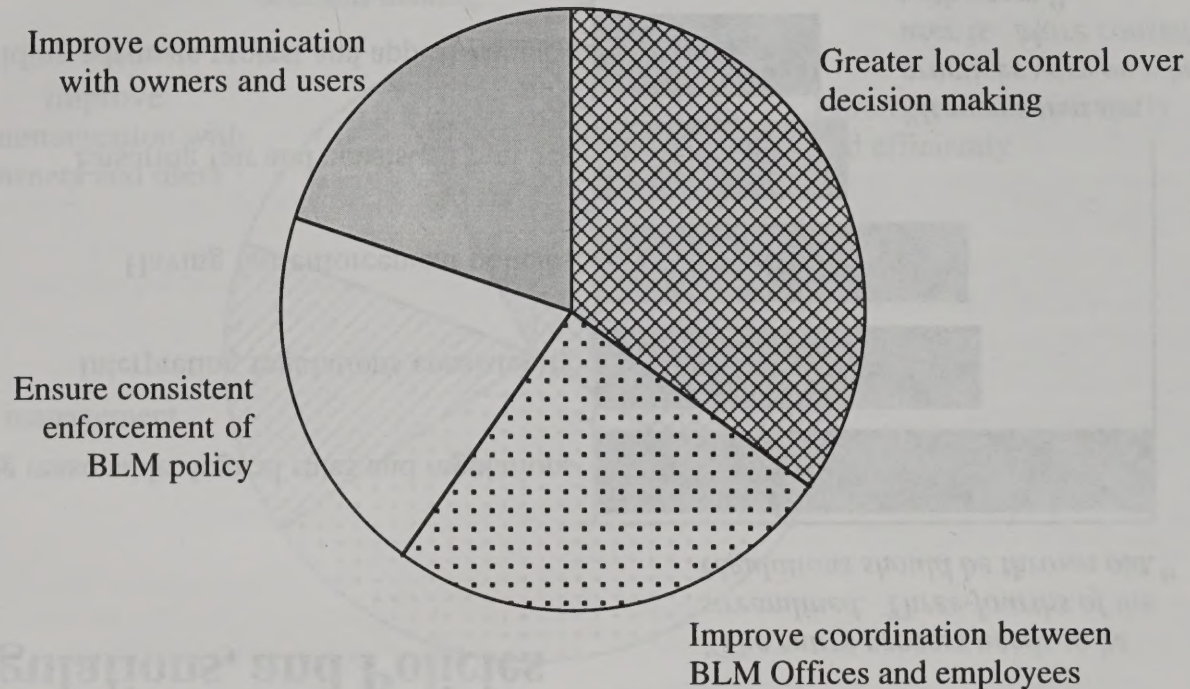
### Internal Management Practices

*"Shorten the line of authority within the district office."*



## Right-of-Way Customers: Improvement Opportunities

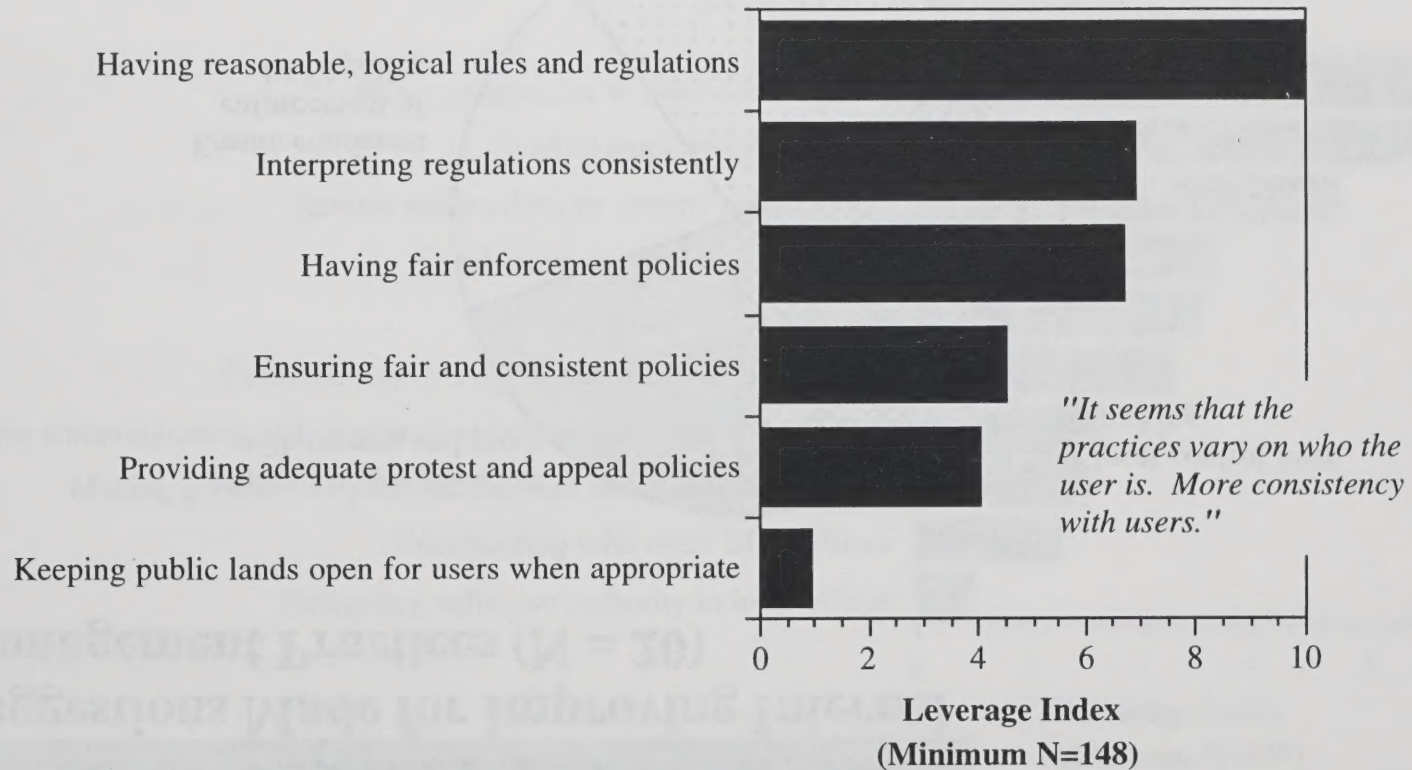
### Suggestions Made for Improving Internal Management Practices (N = 20)



## Right-of-Way Customers: Improvement Opportunities

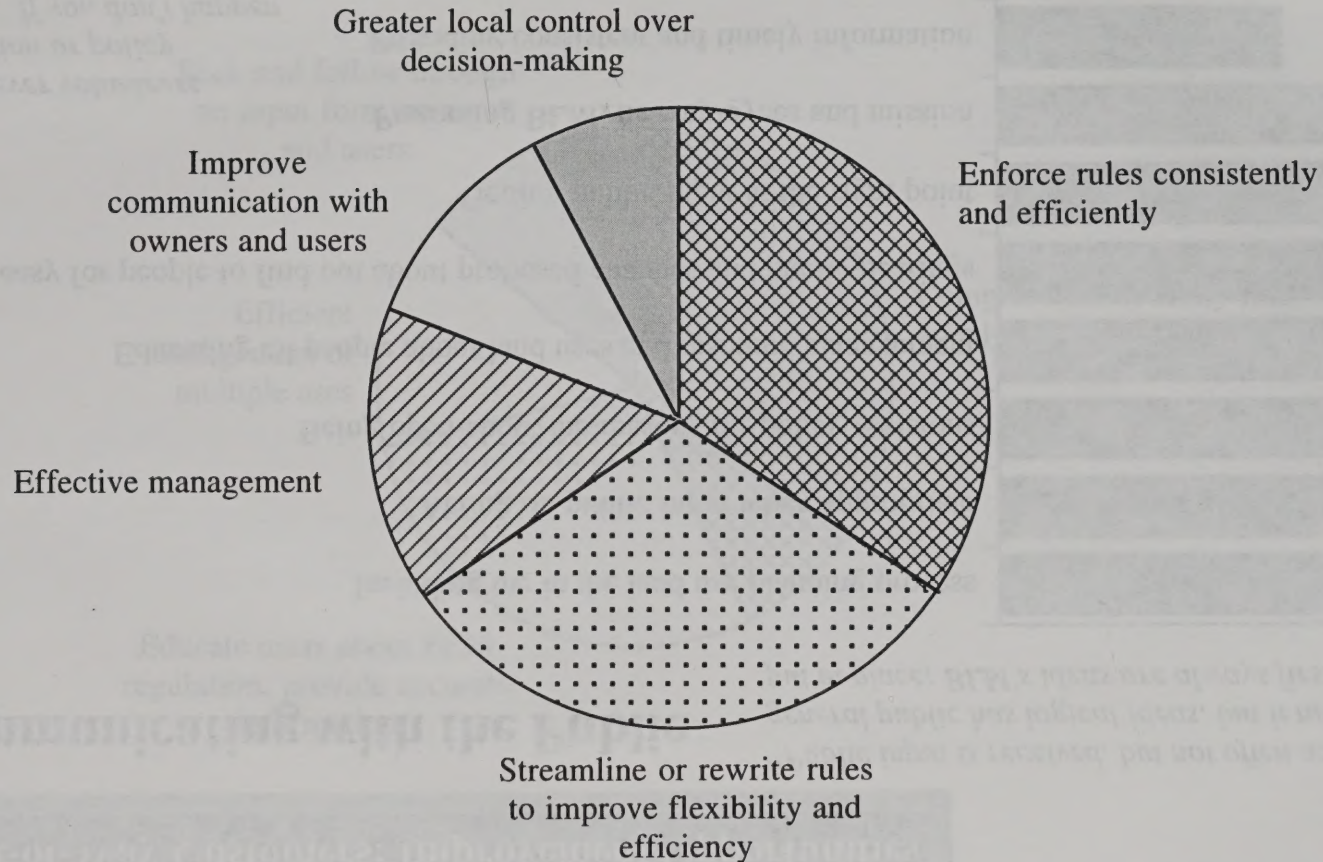
### Rules, Regulations, and Policies

*"The entire process needs to be streamlined. Three-fourths of the regulations should be thrown out."*



## Right-of-Way Customers: Improvement Opportunities

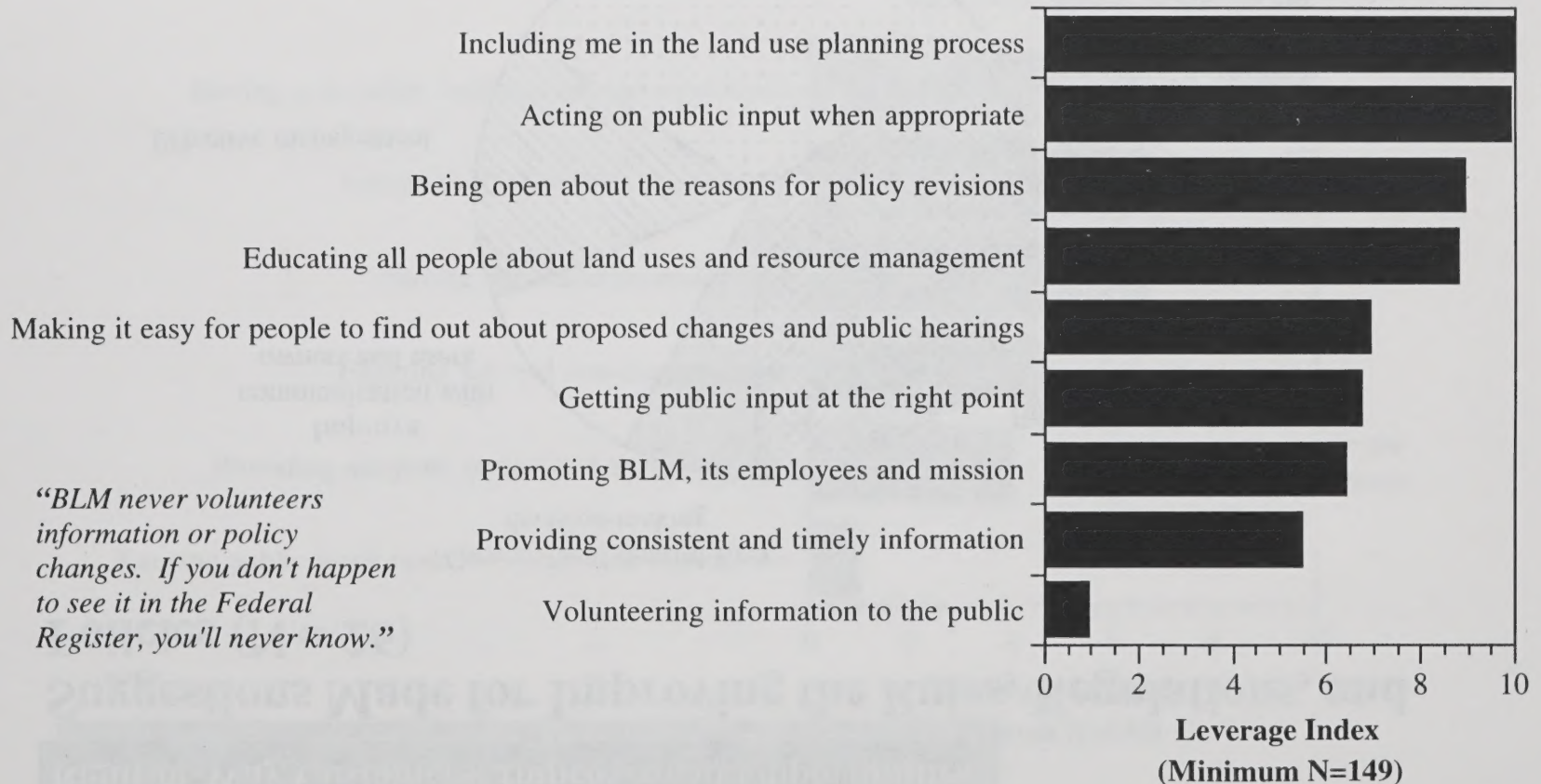
### Suggestions Made for Improving the Rules, Regulations, and Policies (N = 26)



## Right-of-Way Customers: Improvement Opportunities

### Communicating with the Public

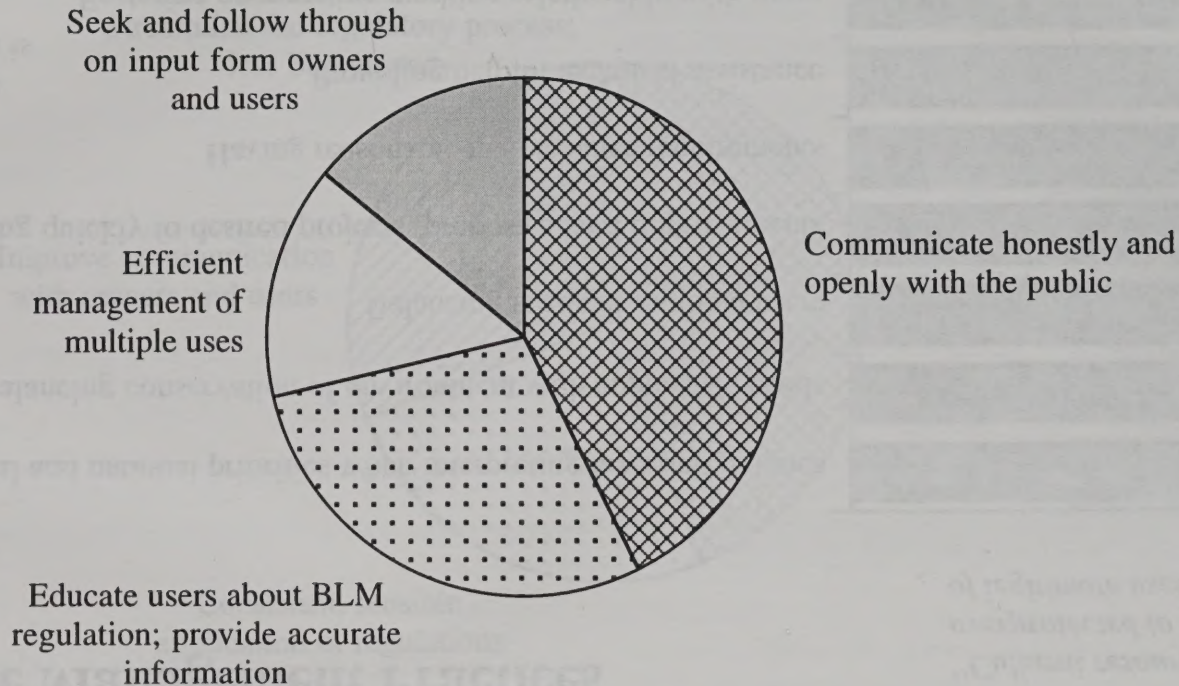
*“Public input is received, but not often acted upon. The general public has logical ideas, but it never seems to be put in place; BLM's ideas are always first.”*



*“BLM never volunteers information or policy changes. If you don't happen to see it in the Federal Register, you'll never know.”*

## Right-of-Way Customers: Improvement Opportunities

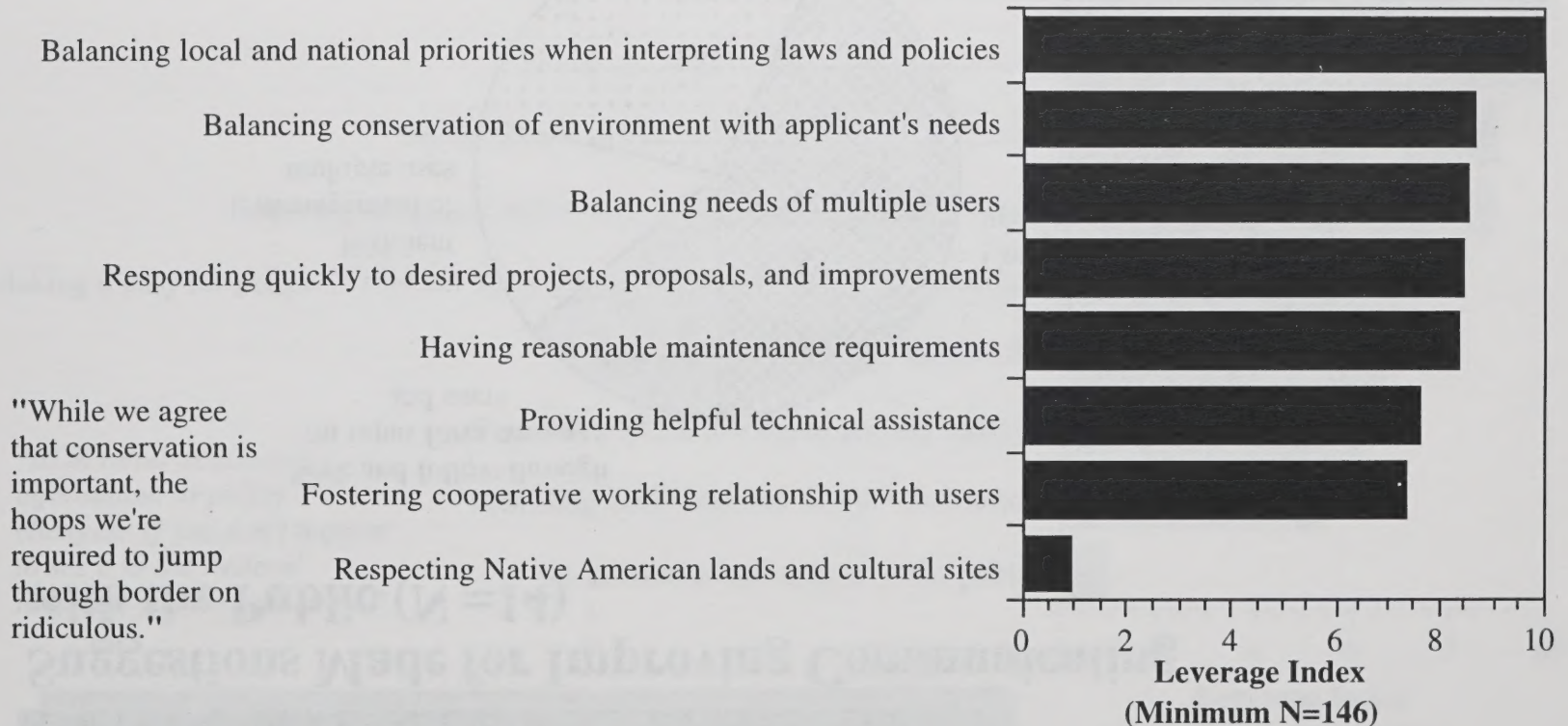
### Suggestions Made for Improving Communicating with the Public (N =14)



## Right-of-Way Customers: Improvement Opportunities

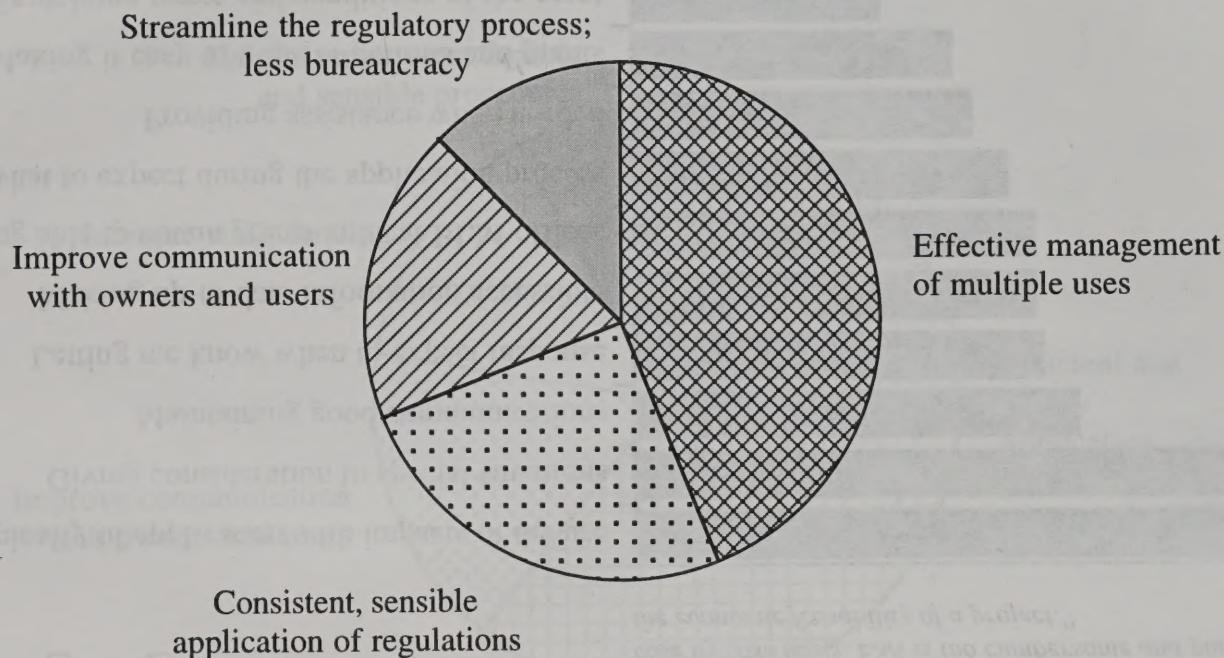
### Resource Management Practices

*"Cultural resources are overprotected to the detriment of legitimate uses."*



## Right-of-Way Customers: Improvement Opportunities

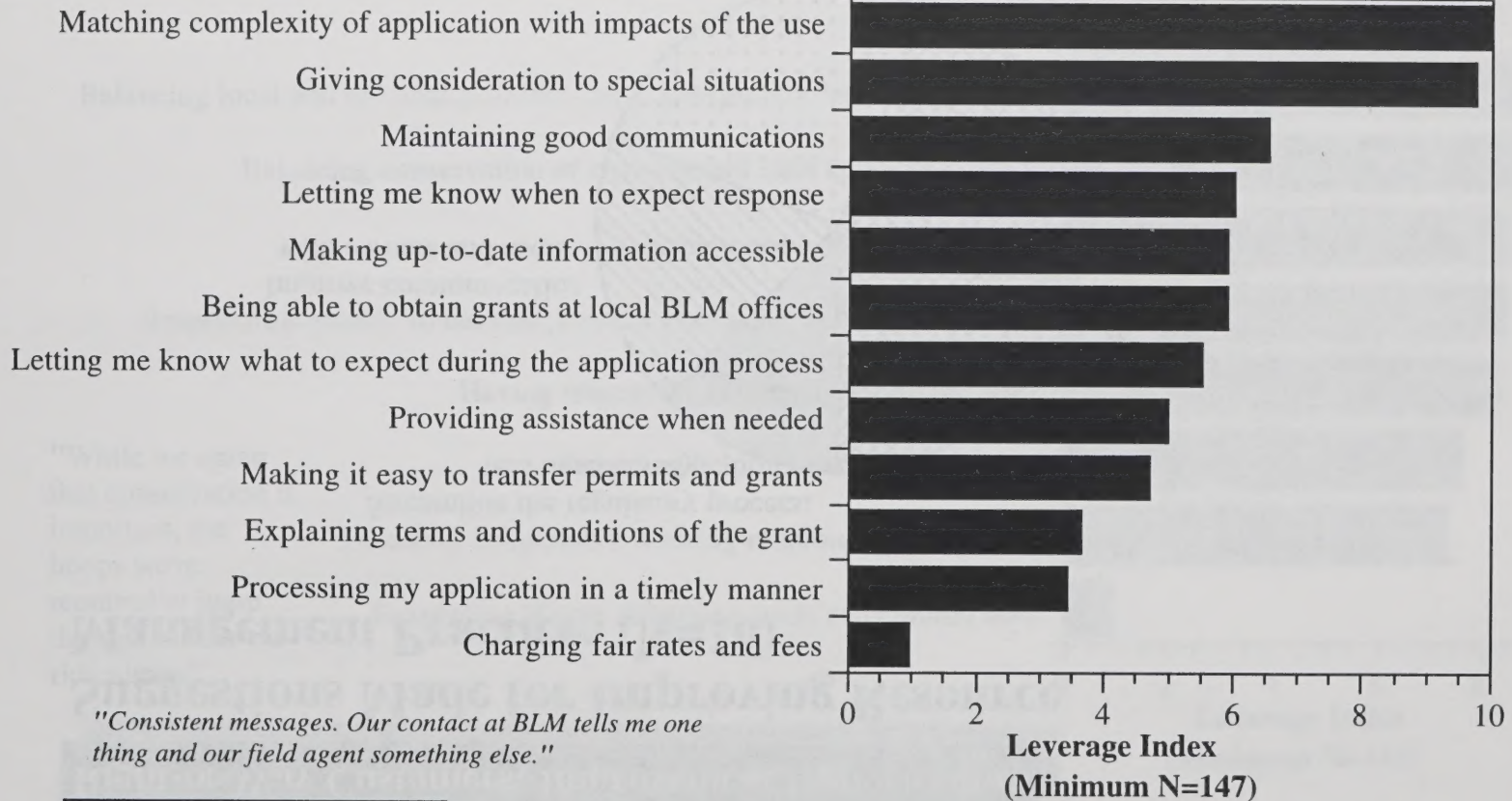
### Suggestions Made for Improving Resource Management Practices (N=16)



## Right-of-Way Customers: Improvement Opportunities

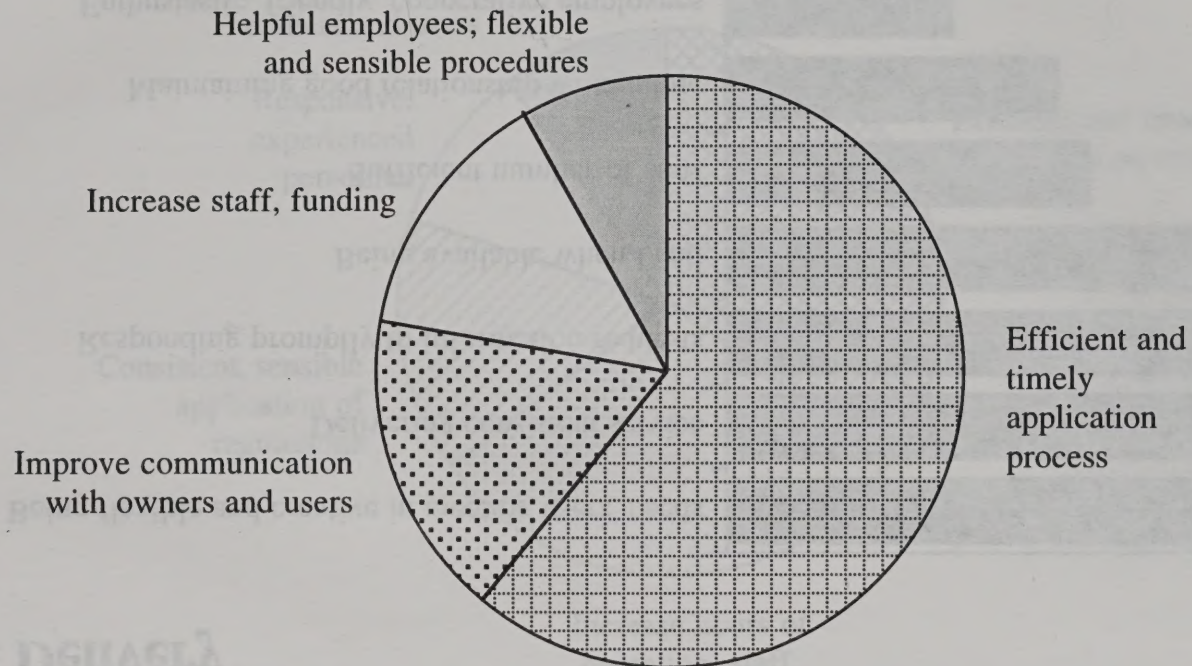
### Processing Right-of-Way Grants

*"More ability to interpret and apply the rules and regulations on a case by case basis. ESA is too cumbersome and punitive escalating the economic feasibility of a project."*



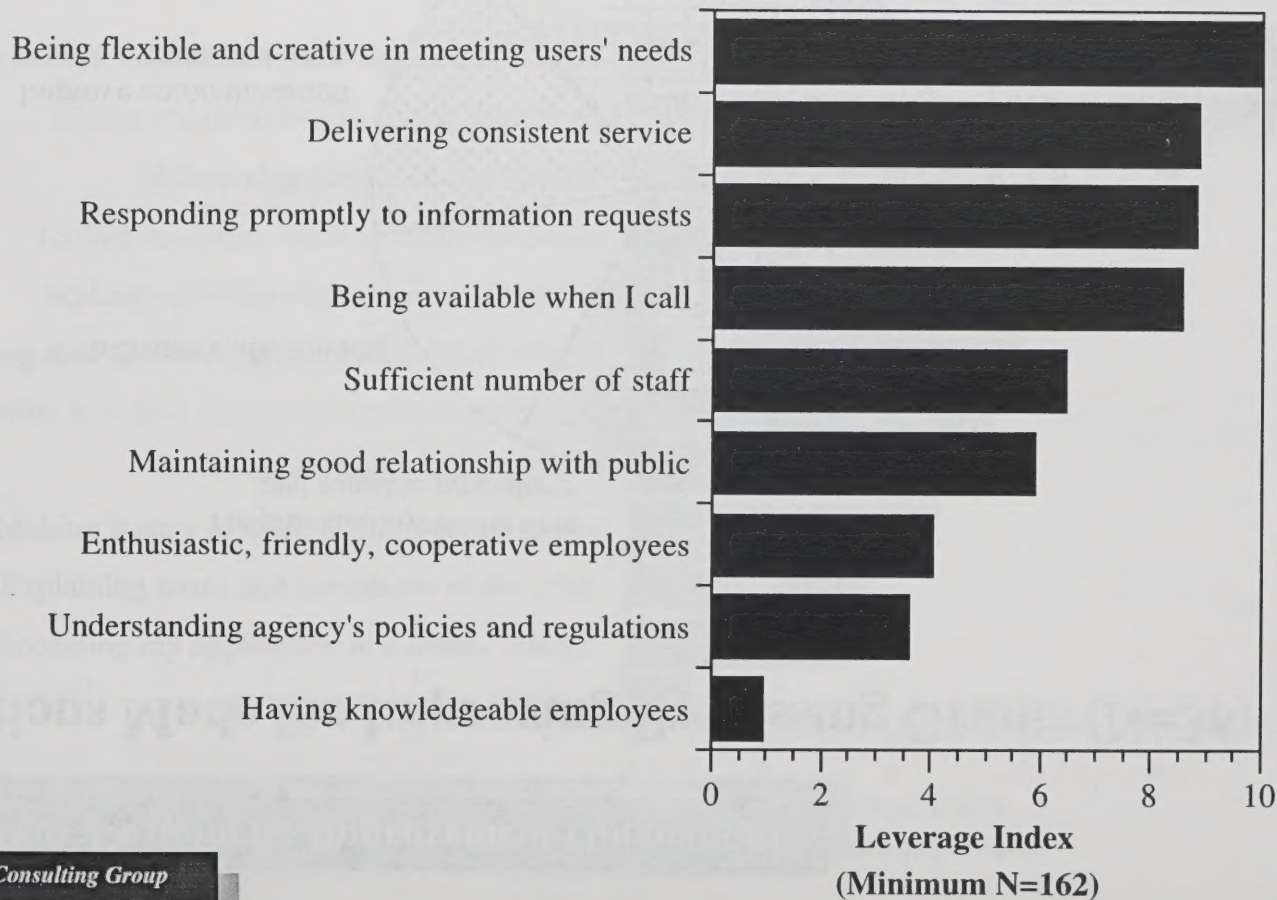
## Right-of-Way Customers: Improvement Opportunities

### Suggestions Made for Improving Processing Grants (N=36)



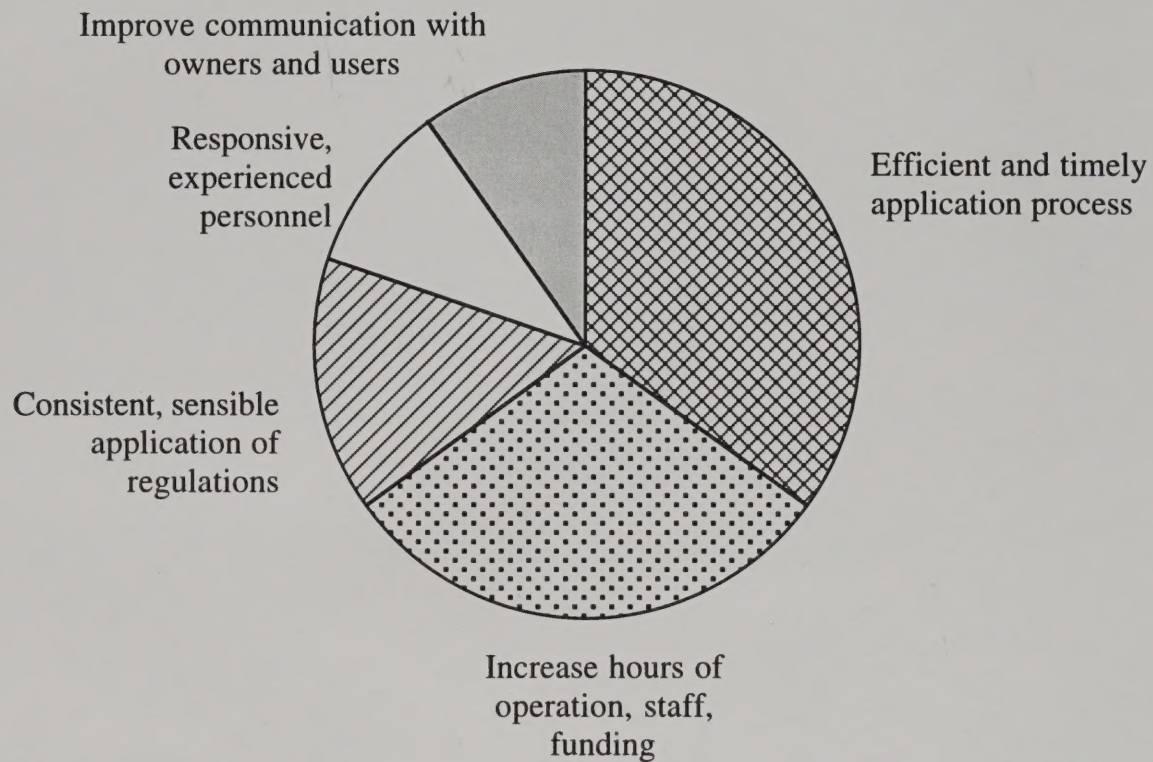
## Right-of-Way Customers: Improvement Opportunities

### Service Delivery



## Right-of-Way Customers: Improvement Opportunities

### Suggestions Made for Improving Service Delivery (N=20)









# Oil and Gas Lease Customers

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## **Oil and Gas Lease Customers: Overview**

# **Focus Groups Were Conducted to Construct the Net Impression® Framework for Oil and Gas Lease Customers**

- PCG moderators conducted focus groups in Reno, Nevada.
- Forest Service moderators conducted focus groups in Coeur d'Alene, Idaho and Santa Fe, New Mexico.
- Use Authorization customer expectations formed the basis for questions contained in the questionnaire.
- The survey questionnaire was reviewed and the items finalized by the Customer Service Lead Group. It was then pretested at field offices.

## Oil and Gas Lease Customers: Overview

# Oil and Gas Lease Customer Scorecard

### Processing Leases and Authorizations

- Being able to obtain leases and authorizations at local BLM offices
- Making up-to-date information accessible
- Letting me know what to expect during the leasing process
- Matching the complexity and expense of the leasing process with the likely impacts of the use
- Letting me know when I can expect a response
- Charging fair rates and fees
- Processing my lease in a timely manner
- Maintaining good communications during the leasing and approval process
- Making it easy to transfer leases and authorizations to other users
- Giving consideration to special situations
- Providing assistance when needed to complete paperwork
- Explaining the terms and conditions of the lease or authorization

### Service Delivery

- Having employees who are knowledgeable about my geographic area and its resources
- Showing enthusiasm and having a friendly, cooperative attitude
- Understanding the agency's policies and regulations
- Employing a sufficient number of staff for the work load
- Delivering consistent service
- Maintaining a good relationship with the public
- Being flexible and creative in meeting users' needs
- Being available when I call
- Responding promptly to information requests

### Resource Management Practices

- Fostering a cooperative working relationship with operators and lessees
- Having reasonable maintenance requirements
- Providing helpful technical assistance to operators and lessees
- Responding quickly to publicly desired projects, proposals, and improvements
- Balancing local and national priorities when interpreting laws and policies
- Balancing the needs of multiple users
- Balancing conservation of the environment with applicants' needs
- Respecting Native American lands and cultural sites

### Rules, Regulations, and Policies

- Having reasonable, logical rules and regulations
- Having fair enforcement policies
- Keeping public lands open for users when appropriate
- Ensuring fair and consistent policies for all operators and lessees
- Interpreting regulations consistently
- Providing adequate protest and appeal policies to resolve issues and disputes

### Communicating with the Public

- Volunteering information to the public
- Providing consistent and timely information to the general public
- Making it easy for people to find out about proposed changes and public hearings
- Being open about the reasons for policy revisions
- Getting public input at the right point in the process
- Acting on public input when appropriate
- Including me in the land use planning process
- Educating all people about land uses and resource management
- Promoting BLM, its employees, and its mission to the public

### Internal Management Practices

- Communicating among departments within my local BLM office
- Coordinating with other BLM offices
- Coordinating with other state and federal agencies
- Having effective communication and coordination between Washington and the field
- Delegating sufficient authority to local BLM offices
- Empowering local employees to evaluate risks and to make decisions
- Holding employees accountable
- Making good use of resources and professionals outside BLM
- Performing an appropriate level of review of studies done by approved experts outside BLM
- Being progressive to meet current needs

## Oil and Gas Lease Customers: Respondent Profile

### 135 Completed Questionnaires Were Received from Oil and Gas Lease Customers

<u>State</u>	<u>Customer</u>	<u>Percent</u>
CO	13	9.6%
ES	20	14.8%
MT	19	14.1%
WY	47	34.8%
Other (Unassigned)	36	27.6%
<b>Total</b>	<b>135</b>	<b>100%</b>

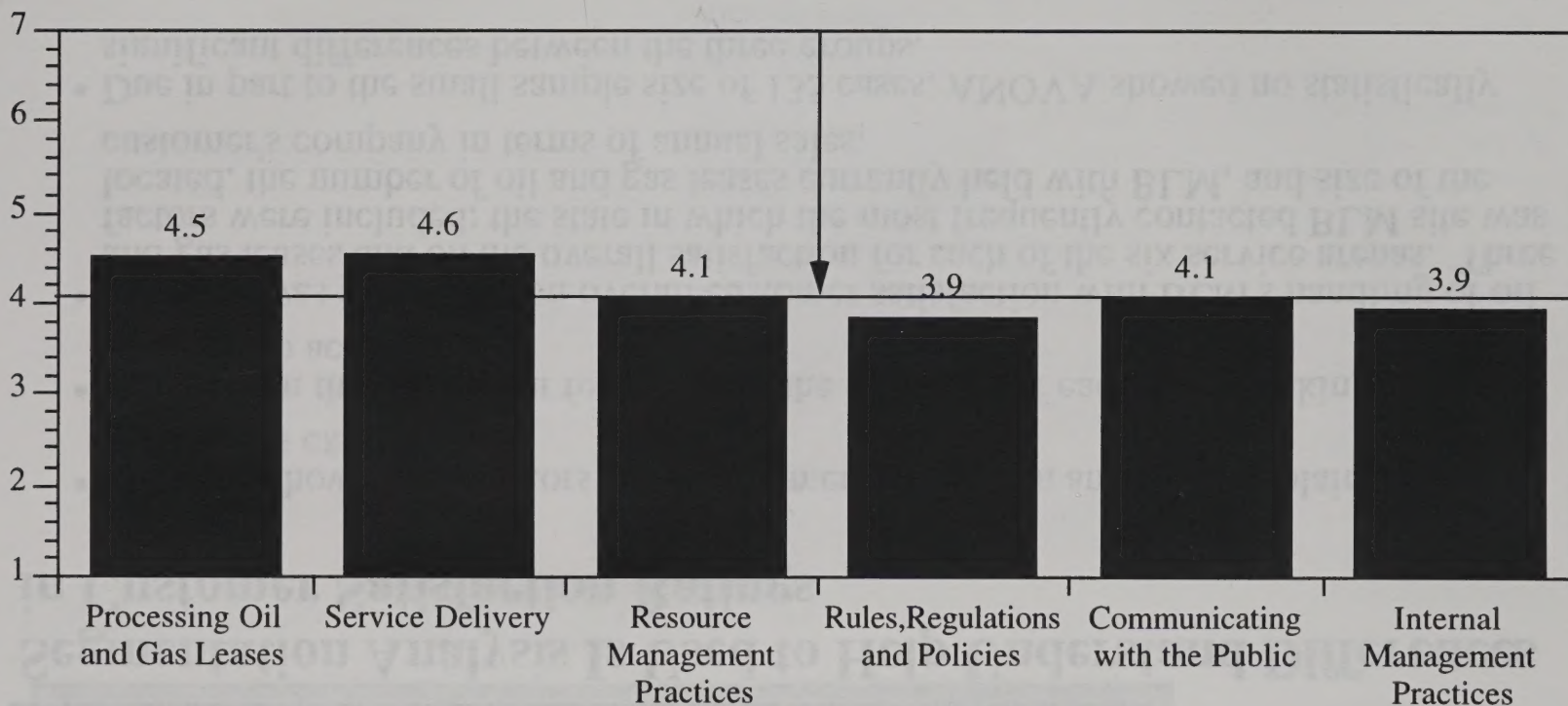
<u>Number of Oil and Gas Leases Currently Held with BLM</u>	<u>Customer</u>	<u>Percent</u>
1-10	43	34.1%
10-100	57	45.2%
More than 100	26	20.6%
<b>Total</b>	<b>126</b>	<b>100%</b>

<u>Size of Company in Terms of Annual Sales</u>	<u>Customer</u>	<u>Percent</u>
< \$100,000	26	24.3%
\$100,000 to \$1 million	36	33.6%
\$1-10 million	21	19.6%
> \$10 million	24	22.4%
<b>Total</b>	<b>107</b>	<b>100%</b>

## Oil and Gas Lease Customers: Customer Satisfaction Ratings

### Mean Arena and Overall Satisfaction Ratings

*Overall mean satisfaction  
rating: 4.0*

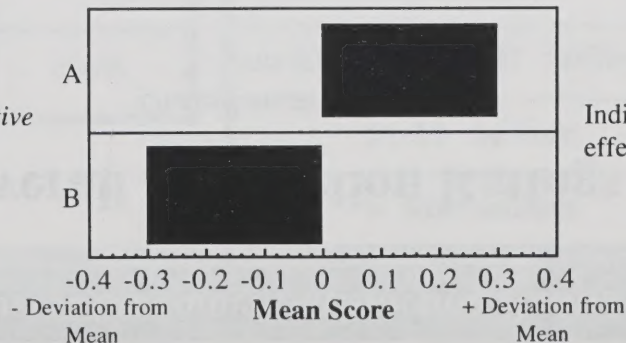


## Oil and Gas Lease Customers: Customer Satisfaction Ratings

### Segmentation Analysis Is Used to Help Understand Differences in Customer Satisfaction Ratings

- ANOVA shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on overall customer satisfaction with BLM's handling of oil and gas leases and on the overall satisfaction for each of the six service arenas. Three factors were included: the state in which the most frequently contacted BLM site was located, the number of oil and gas leases currently held with BLM, and size of the customer's company in terms of annual sales.
- Due in part to the small sample size of 135 cases, ANOVA showed no statistically significant differences between the three groups.

Indicates that the factor has a *negative* net effect on employee motivation

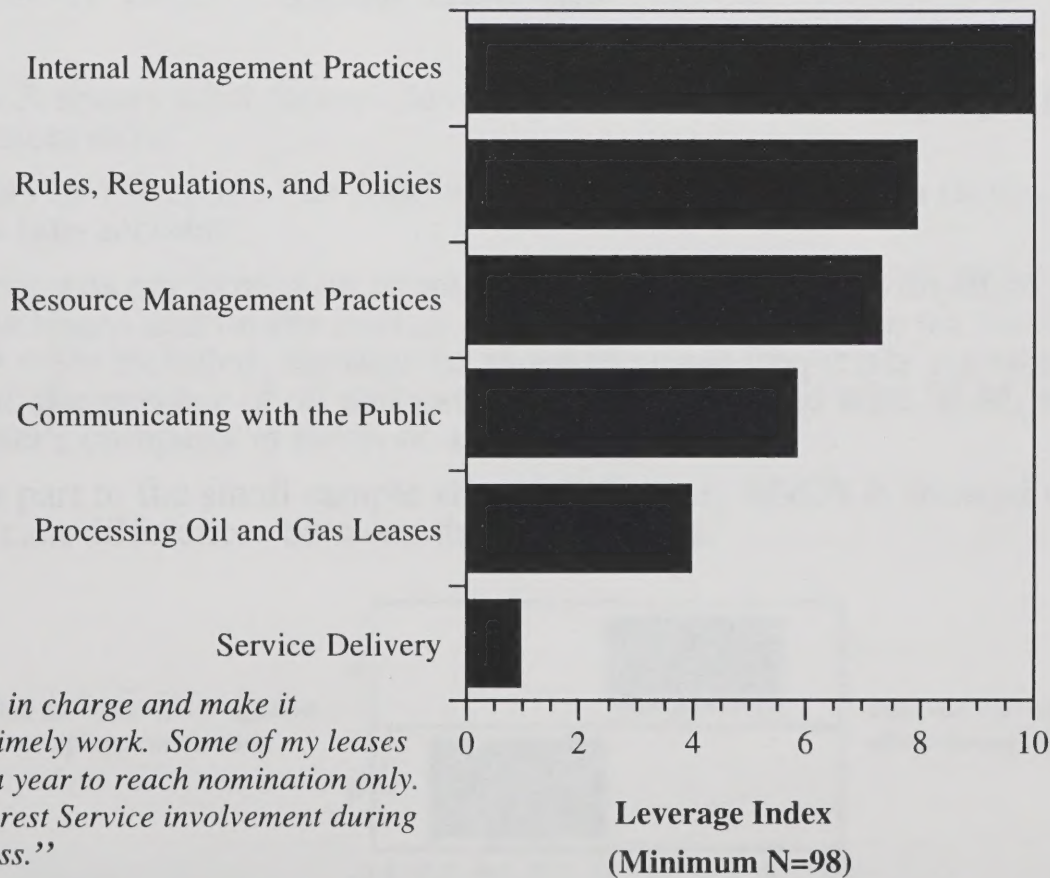


Indicates that the factor has a *positive* net effect on employee motivation



## Oil and Gas Lease Customers: Improvement Opportunities

### Customer Satisfaction Arena Leverage

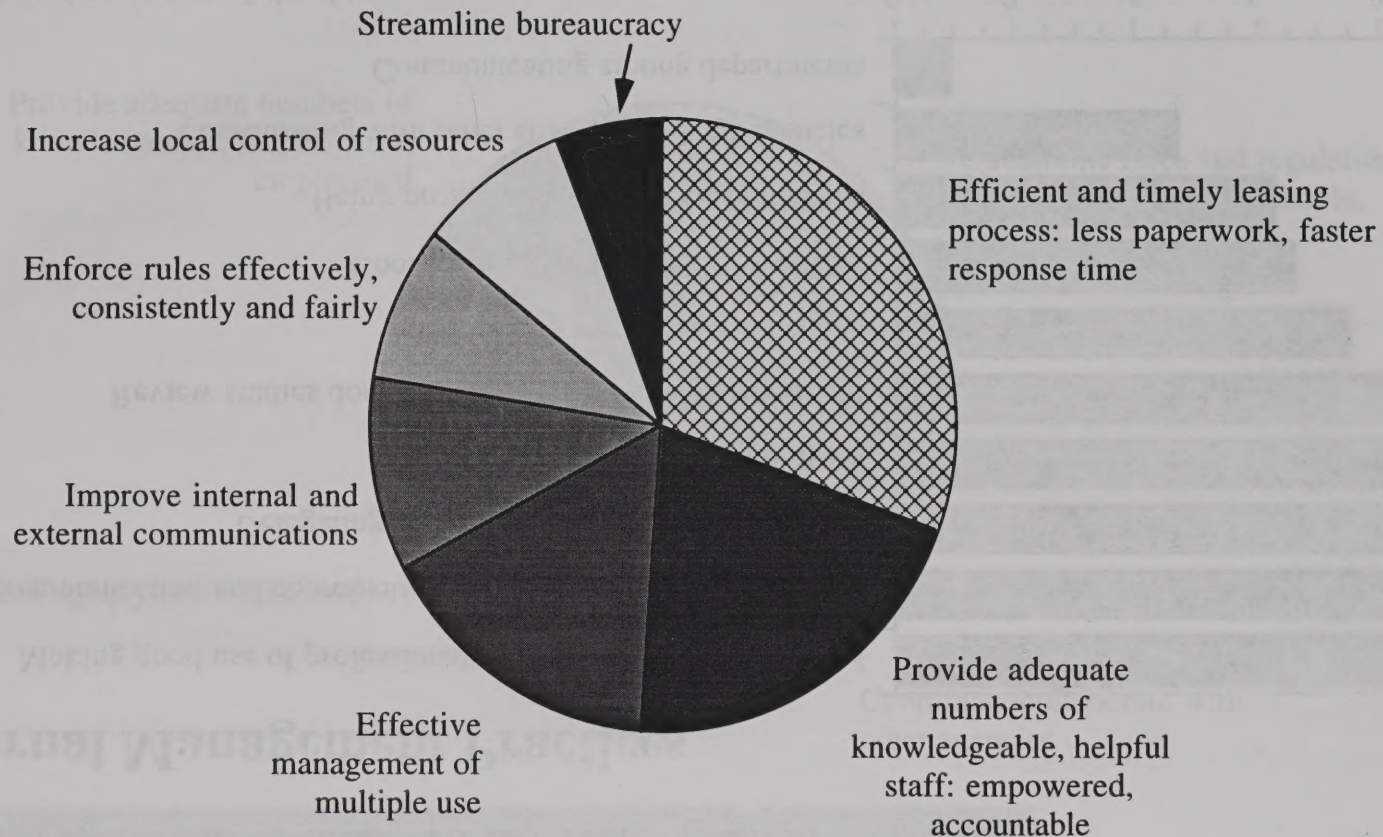


*“It varies from office to office. Some offices understand the time and cost of Oil and Gas exploration and balance that with environmental concerns. Some offices have no practical approach to the Mineral business and look to put up barriers instead of reaching a reasonable middle ground.”*

*“Have one office in charge and make it accountable for timely work. Some of my leases have taken over a year to reach nomination only. Do away with Forest Service involvement during the leasing process.”*

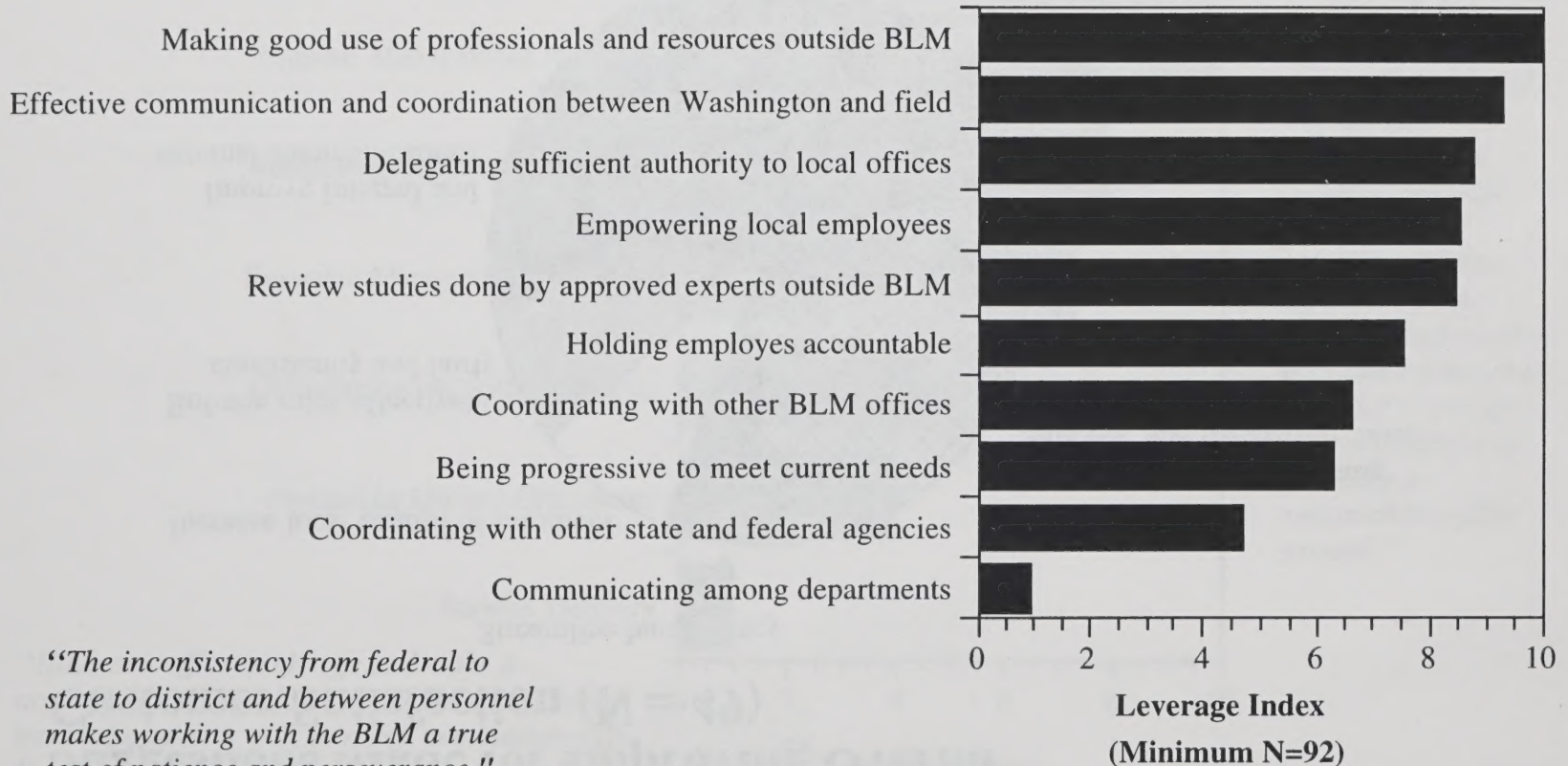
## Oil and Gas Lease Customers: Improvement Opportunities

### Suggestions Made for Improving Overall Customer Satisfaction (N = 49)



## Oil and Gas Lease Customers: Improvement Opportunities

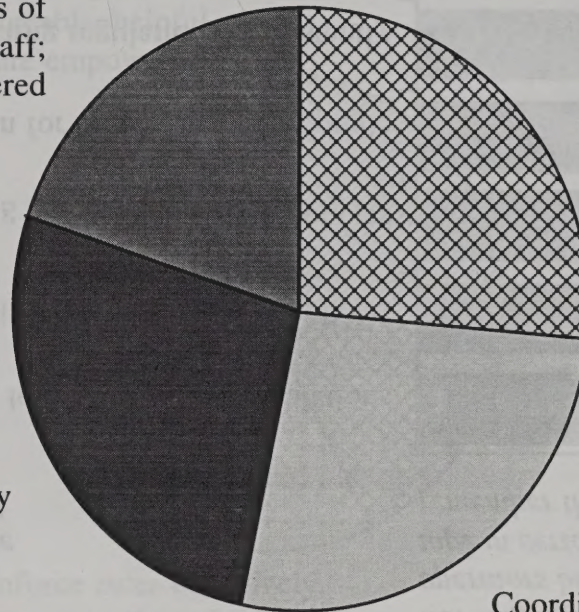
### Internal Management Practices



## Oil and Gas Lease Customers: Improvement Opportunities

### Suggestions Made for Improving Internal Management Practices (N = 15)

Provide adequate numbers of knowledgeable, helpful staff; empowered



Streamline rules and regulations: implement relevant, sensible, fair rules

Run agency more efficiently

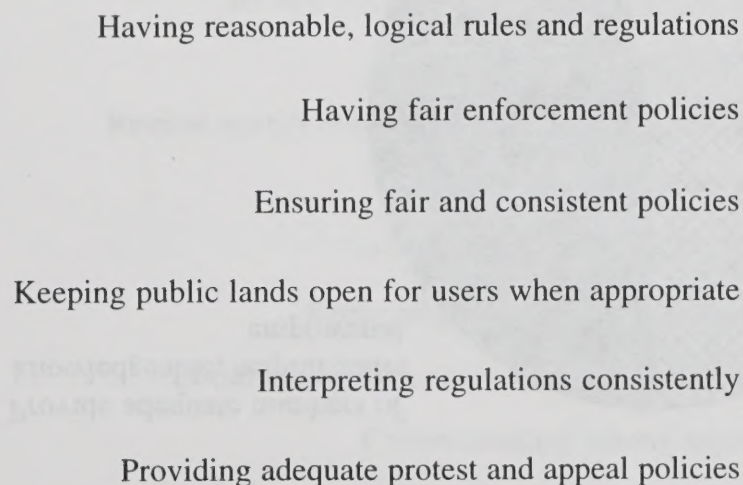
Coordinate/collaborate with other agencies

## Oil and Gas Lease Customers: Improvement Opportunities

### Rules, Regulations, and Policies

*“Too much intrusion into private operators and leases. Rules and Regulations are outmoded.”*

*“Have a little flexibility! Remember we are all working together and BLM actions greatly affect operators both economically with delays and red tape in certain things. Admit your mistakes and remember that we all make them.”*

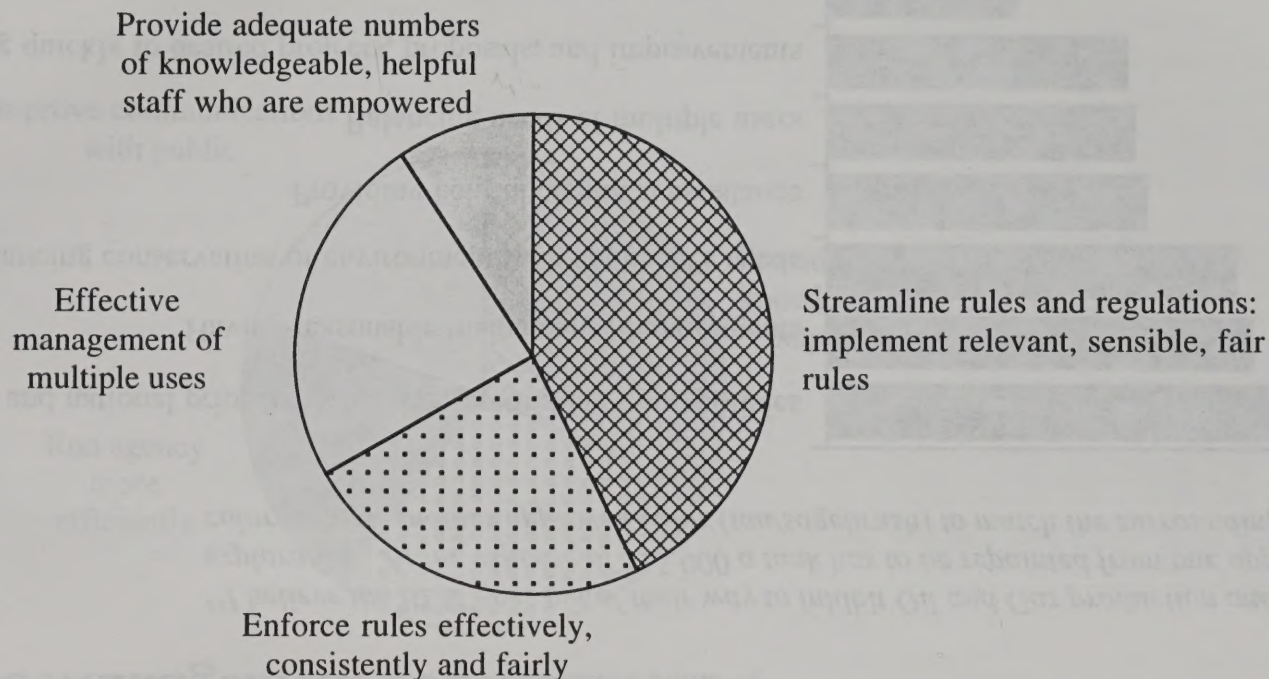


*“Although the BLM office is supposed to be using the same set of regulations, no two offices answer the same way concerning most procedures. More often than not, if you proceed the way one office has instructed, if you're in another district, it will be wrong.”*

**Leverage Index**  
(Minimum N=114)

## Oil and Gas Lease Customers: Improvement Opportunities

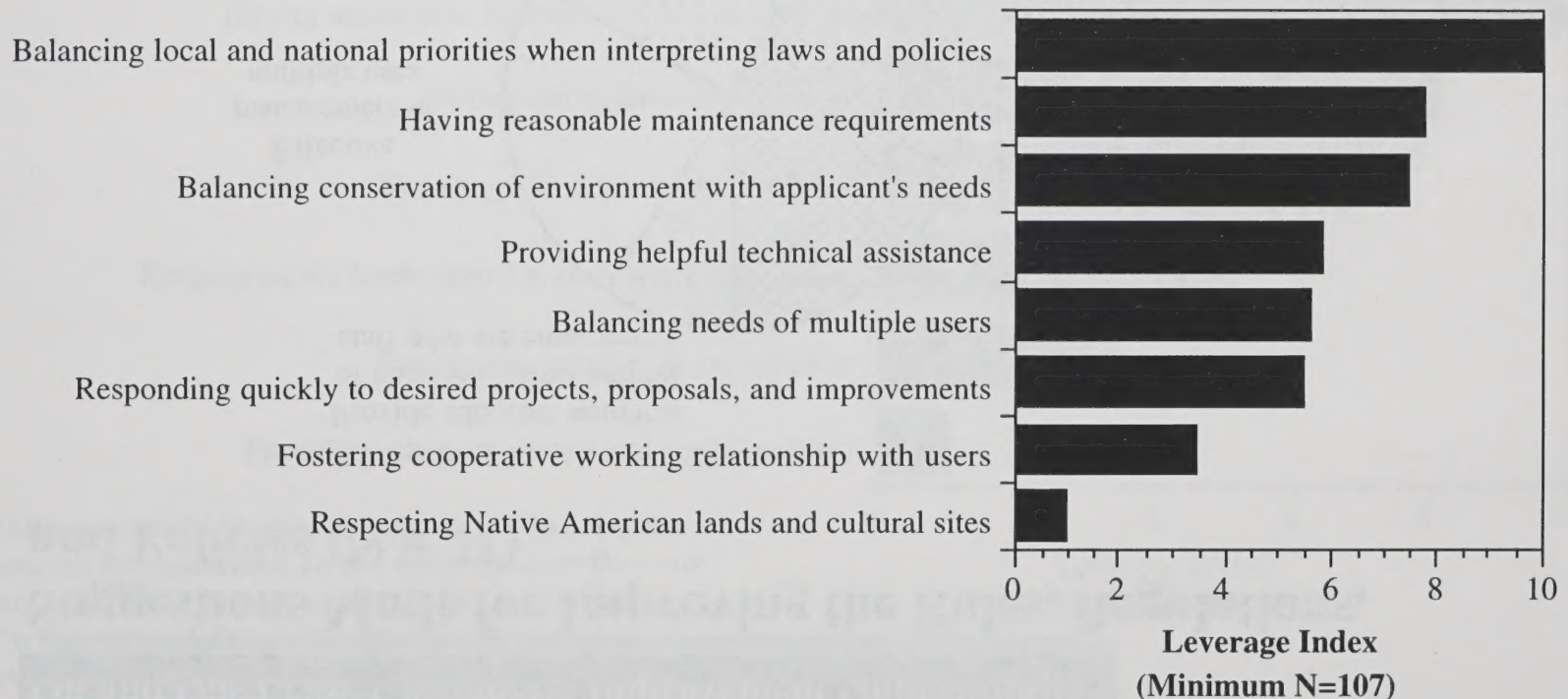
### Suggestions Made for Improving the Rules, Regulations, and Policies (N = 21)



## Oil and Gas Lease Customers: Improvement Opportunities

### Resource Management Practices

*“I believe the BLM goes out of their way to inhibit Oil and Gas production and exploration. At the expense of \$15,000 a tank has to be repainted from one approved color (tan) to another approved color (tan/sagebrush) to match the surroundings better?”*



## Oil and Gas Lease Customers: Improvement Opportunities

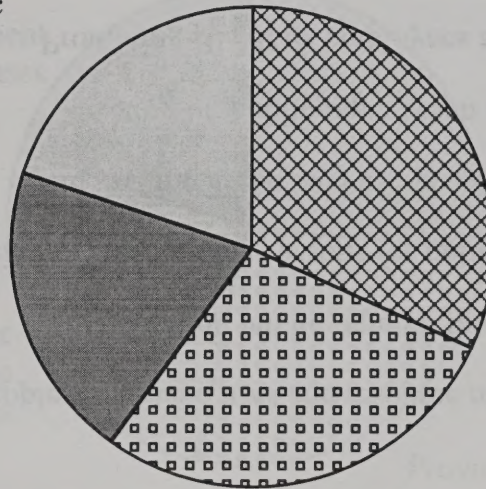
### Suggestions Made for Improving Resource Management Practices (N = 18)

Improve communications  
with public

Provide adequate numbers of  
knowledgeable, helpful staff;  
empowered, accountable

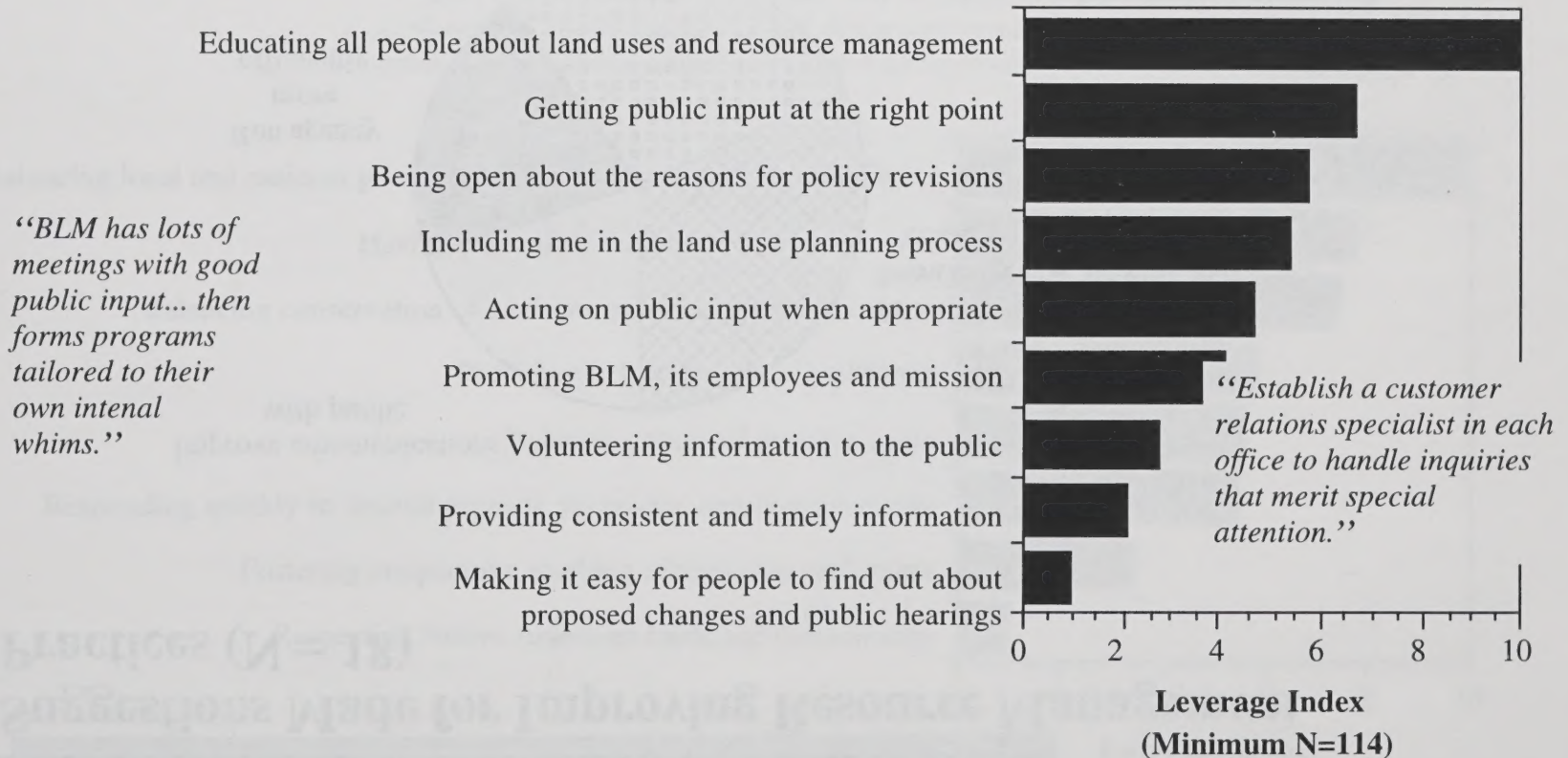
Run agency  
more  
efficiently

Increase hours of  
operation, staff,  
funding



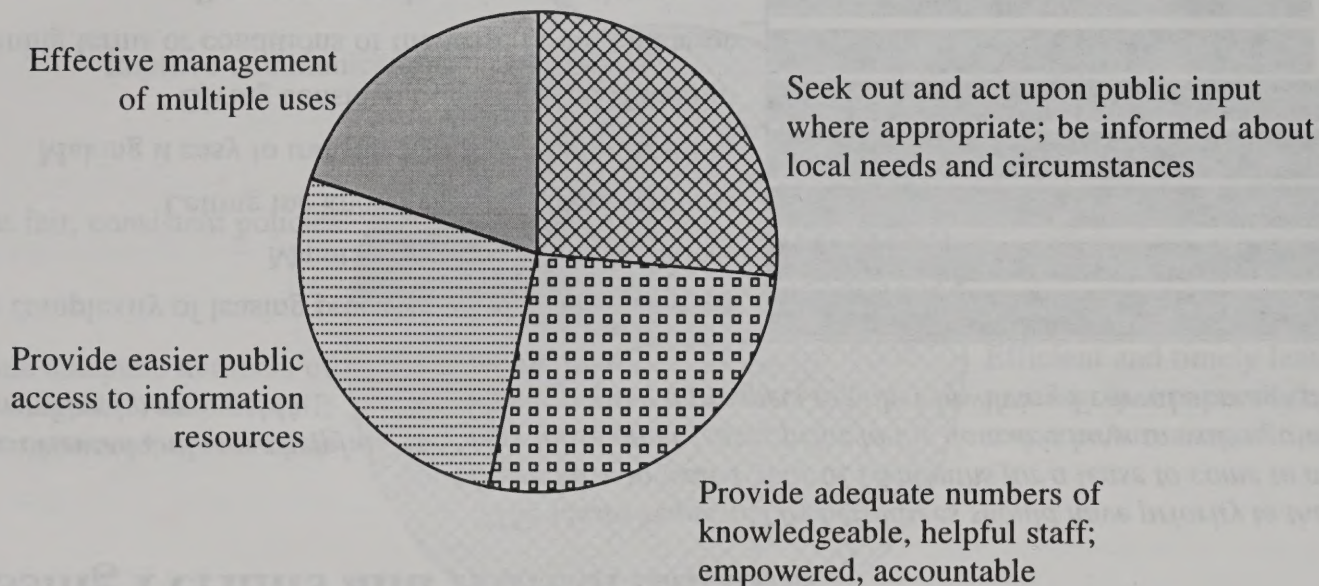
## Oil and Gas Lease Customers: Improvement Opportunities

### Communicating with the Public



## Oil and Gas Lease Customers: Improvement Opportunities

### Suggestions Made for Improving Communicating with the Public (N = 15)

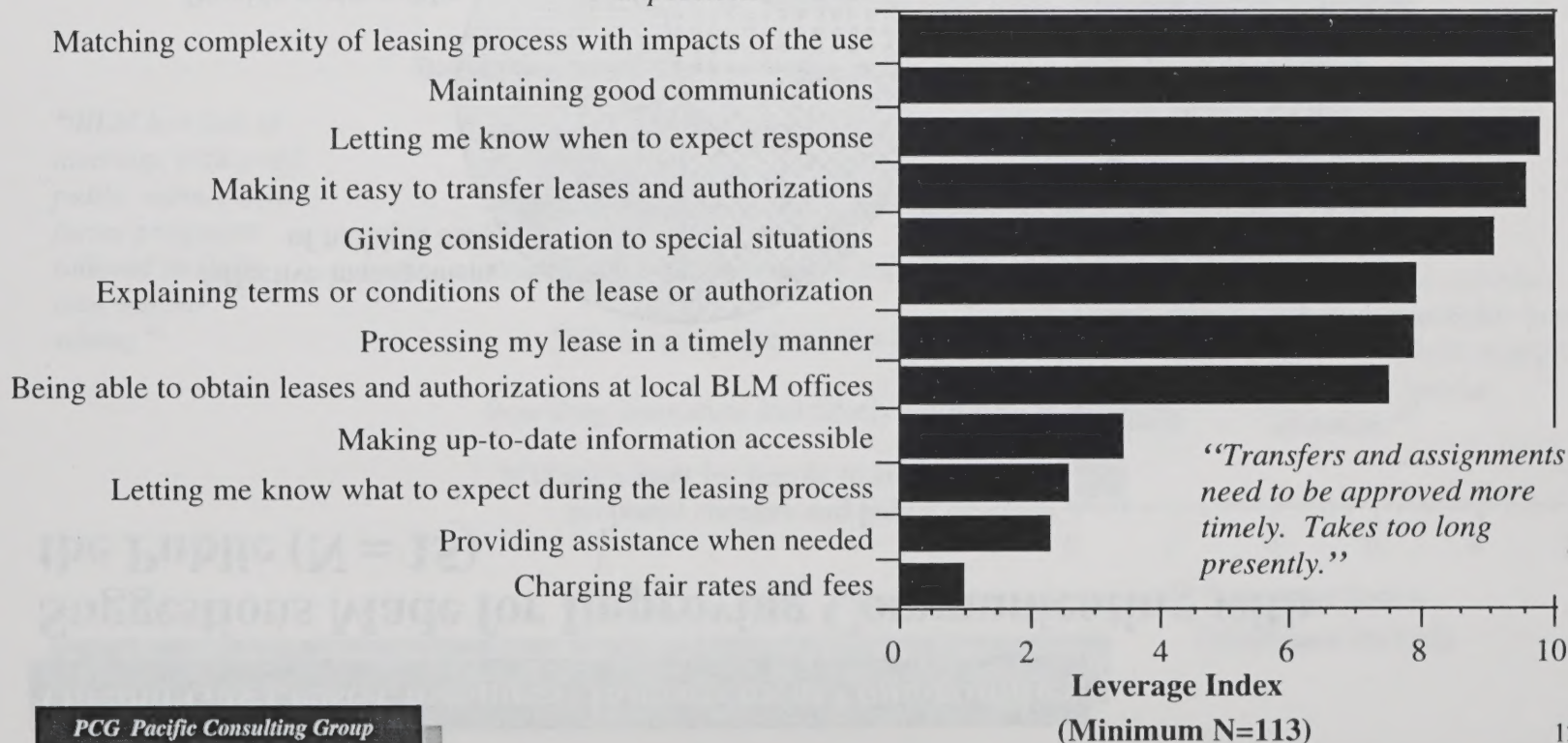


## Oil and Gas Lease Customers: Improvement Opportunities

### Processing Permits and Authorizations

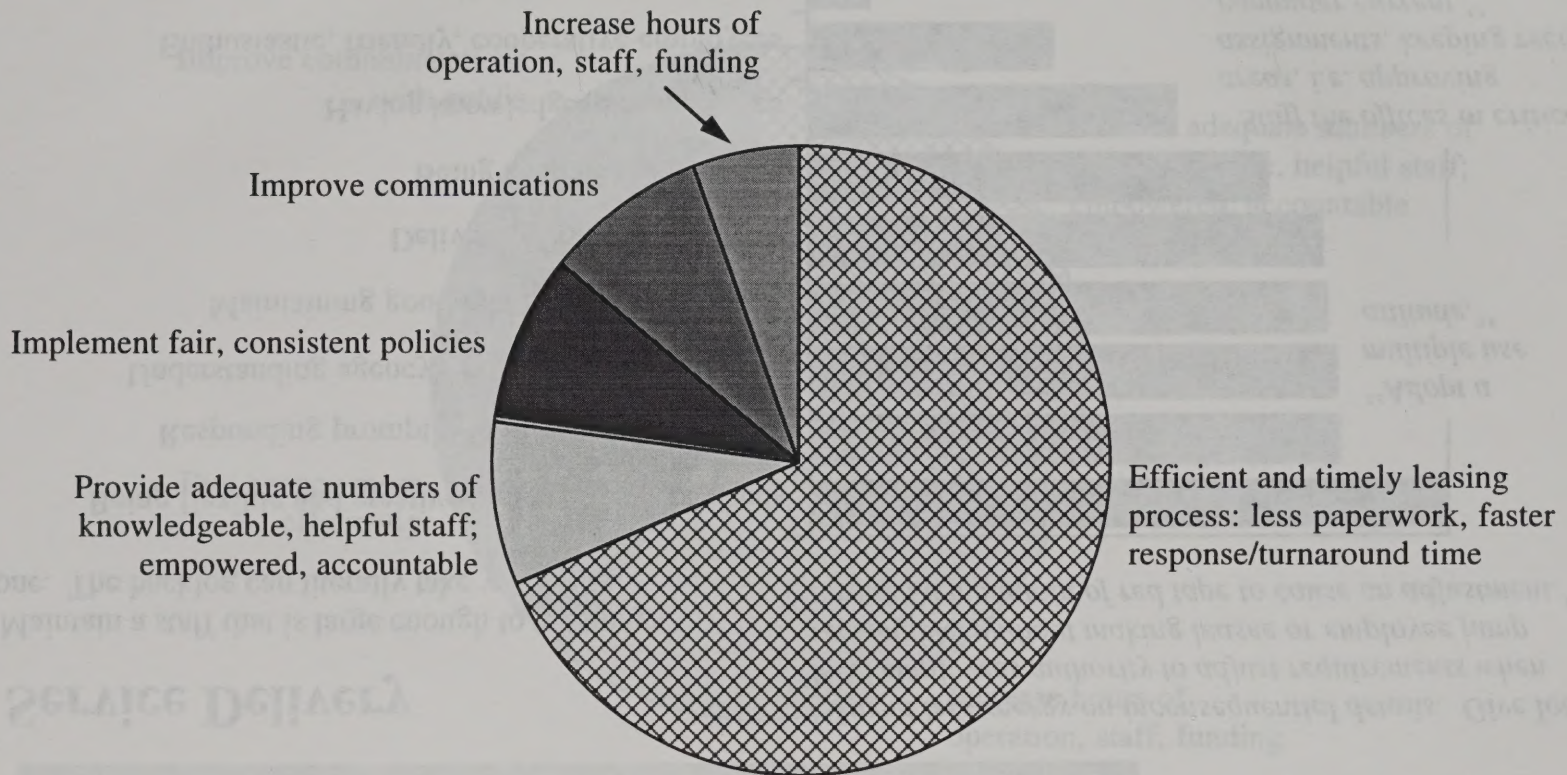
*“Be service oriented and more helpful.  
Better trained personnel.”*

*“The leases requested by permittees should have priority to the next sale. If you have to wait 1 year to 18 months for a lease to come to auction you may loose other leases prior to the date and have to wait again. This makes putting a prospect together involving Federal acreage almost impossible.”*



## Oil and Gas Lease Customers: Improvement Opportunities

### Suggestions Made for Improving Processing Permits and Authorizations (N = 35)



## Oil and Gas Lease Customers: Improvement Opportunities

### Service Delivery

“Maintain a staff that is large enough to get things done. The backlog can literally take years.”

“Spend less energy on inconsequential details. Give local level employees authority to adjust requirements when reasonable, without making leasee or employee jump through a mountain of red tape to cause an adjustment.”

Being flexible and creative in meeting users' needs

Responding promptly to information requests

Understanding agency's policies and regulations

Maintaining good relationship with public

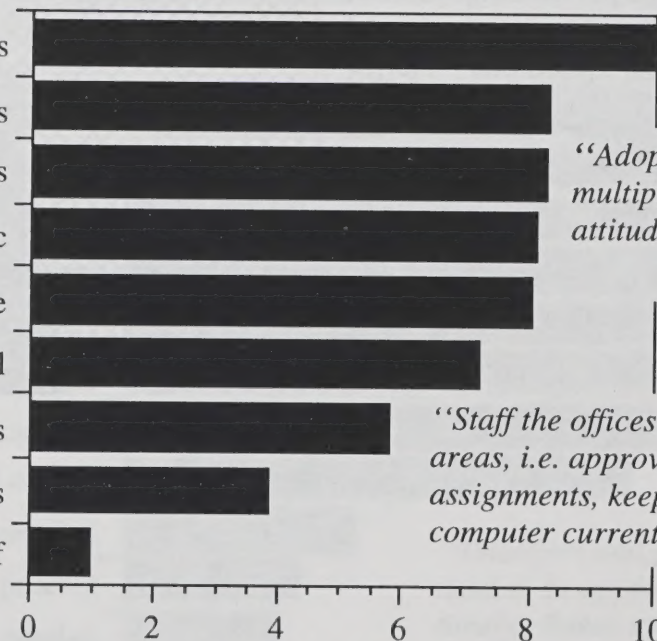
Delivering consistent service

Being available when I call

Having knowledgeable employees

Enthusiastic, friendly, cooperative employees

Sufficient number of staff



“Adopt a multiple use attitude.”

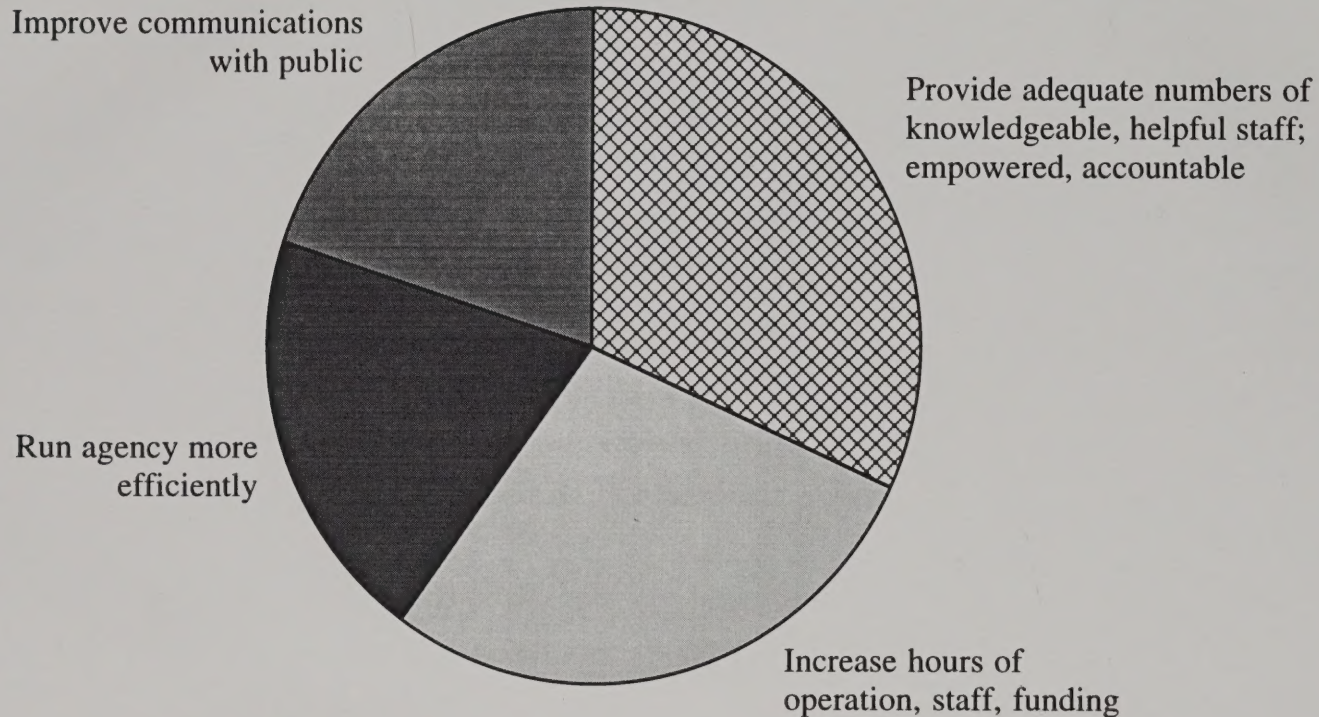
“Staff the offices in critical areas, i.e. approving assignments, keeping records on computer current.”

“Better trained personnel, who will follow through on promised information.”

Leverage Index  
(Minimum N=122)

## Oil and Gas Lease Customers: Improvement Opportunities

### Suggestions Made for Improving Service Delivery (N =25)



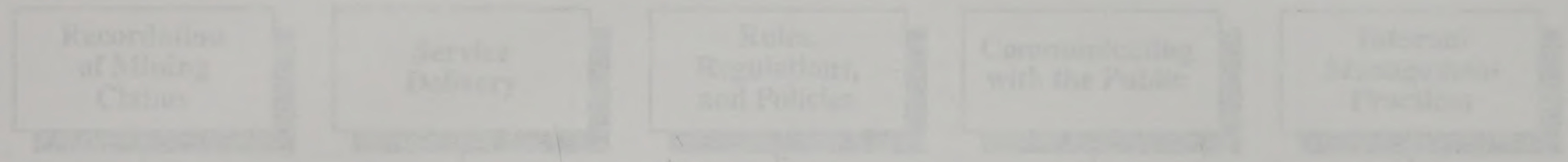






## Mining Claim Recordation

# Complete Customer Sourcebook for Mining Claim Recordation



# Mining Claim Recordation Customers

## Mining Claim Recordation Customers: A Case Study

# **Focus Groups Were Conducted to Construct the Net Impression® Framework for Mining Claim Recordation Claimants**

- PCG moderators conducted focus groups in Reno, Nevada.
  - 
  - Forest Service moderators conducted focus groups in Coeur d'Alene, Idaho, and Santa Fe, New Mexico.
  - 
  - Use Authorization customer expectations formed the basis for questions contained in the questionnaire.
  -
- The Customer Service lead group finalized the questionnaire items. The questionnaire was then pretested at field locations.

## Mining Claim Recordation Customers: Overview

# Complete Customer Scorecard for Mining Claim Recordation

### Recordation of Mining Claims

- Making up-to-date information accessible
- Letting me know what to expect during the filing and recording process
- Letting me know when I can expect a response
- Charging fair rates and fees
- Processing my documents in a timely manner
- Maintaining good communications during the filing and recording process
- Giving consideration to special situations
- Providing assistance when needed to complete paperwork

### Service Delivery

- Showing enthusiasm and having a friendly, cooperative attitude
- Understanding the agency's policies and regulations
- Employing a sufficient number of staff for the work load
- Delivering consistent service
- Maintaining a good relationship with claimants
- Being flexible and creative in meeting claimants' needs
- Being available when I call
- Responding promptly to my information requests

### Rules, Regulations, and Policies

- Having reasonable, logical rules and regulations
- Having fair enforcement policies
- Keeping public lands open for users when appropriate
- Ensuring fair and consistent policies for all users
- Interpreting regulations consistently
- Providing adequate protest and appeal policies to resolve issues and disputes

### Communicating with the Public

- Volunteering information to the public
- Providing consistent and timely information to the general public
- Making it easy for people to find out about proposed changes
- Being open about the reasons for policy revisions
- Promoting BLM, its employees, and its mission to the public

### Internal Management Practices

- Communicating among departments within the BLM office that are responsible for recording my documents
- Coordinating with other BLM offices
- Coordinating with other state and federal agencies
- Having effective communication and coordination between Washington and the field
- Delegating sufficient authority to the BLM office responsible for recording my documents
- Holding employees accountable
- Making good use of resources and professionals in counties and in other federal agencies
- Being progressive to meet current needs

## Mining Claim Recordation Customers: Respondent Profile

### 260 Completed Questionnaires Were Received from Mining Claim Recordation Customers

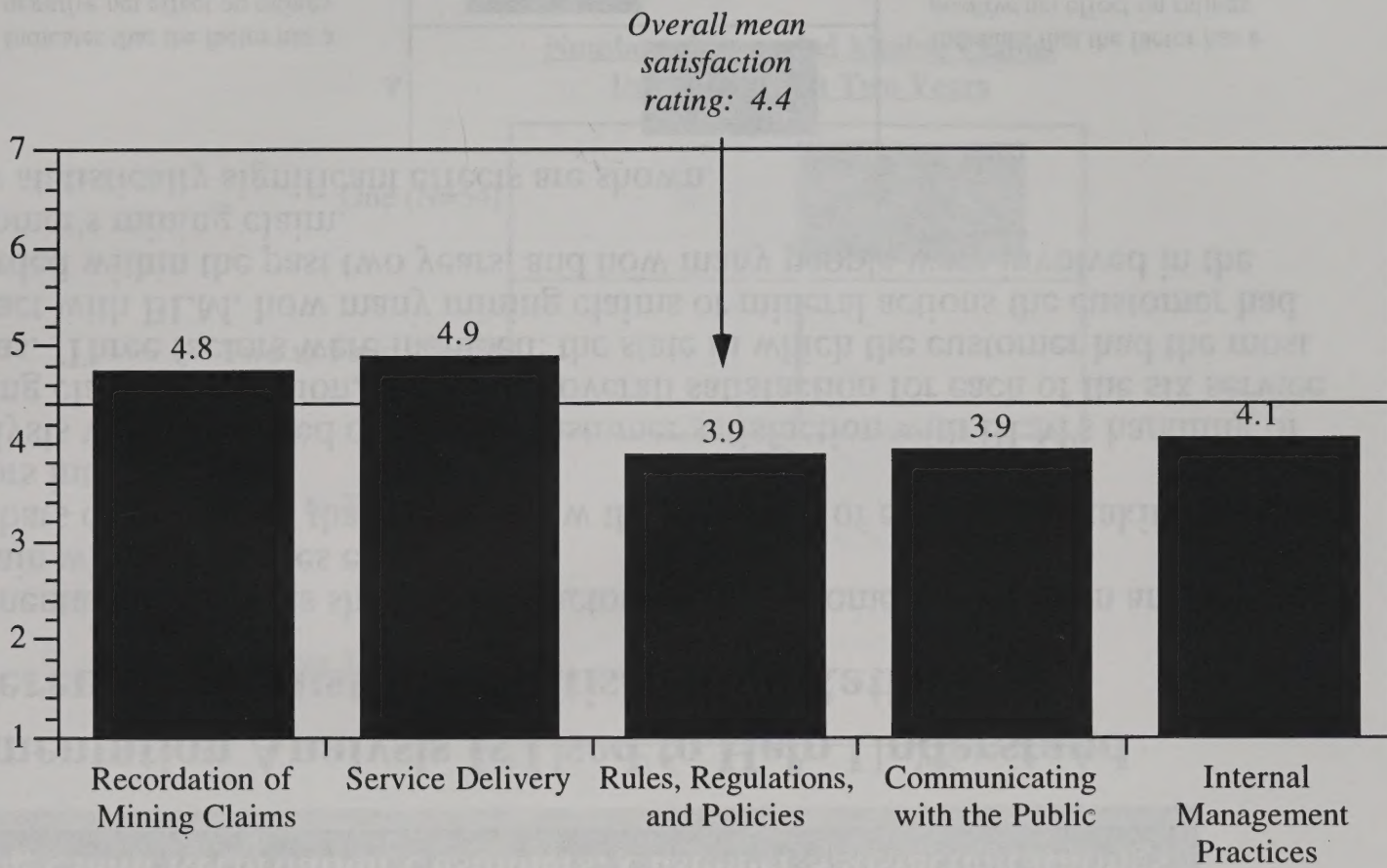
<u>State</u>	<u>Customer</u>	<u>Percent</u>
AZ	59	22.7%
CA	67	25.8%
NV	64	24.6%
UT	35	13.5%
Other (Unassigned)	35	13.5%
<b>Total</b>	<b>260</b>	<b>100%</b>

<u>Number of Mining Claims</u>	<u>Customer</u>	<u>Percent</u>
One	57	22.7%
Two to four	69	27.5%
Five to ten	53	21.1%
Over ten	72	28.7%
<b>Total</b>	<b>251</b>	<b>100%</b>

<u>Number of People Involved in Mining Claim</u>	<u>Customer</u>	<u>Percent</u>
One	33	13.1%
Two to four	133	52.8%
Five to ten	43	17.1%
Eleven to fifty	21	8.3%
Over fifty	22	8.7%
<b>Total</b>	<b>252</b>	<b>100%</b>

## Mining Claim Recordation Customers: Customer Satisfaction Ratings

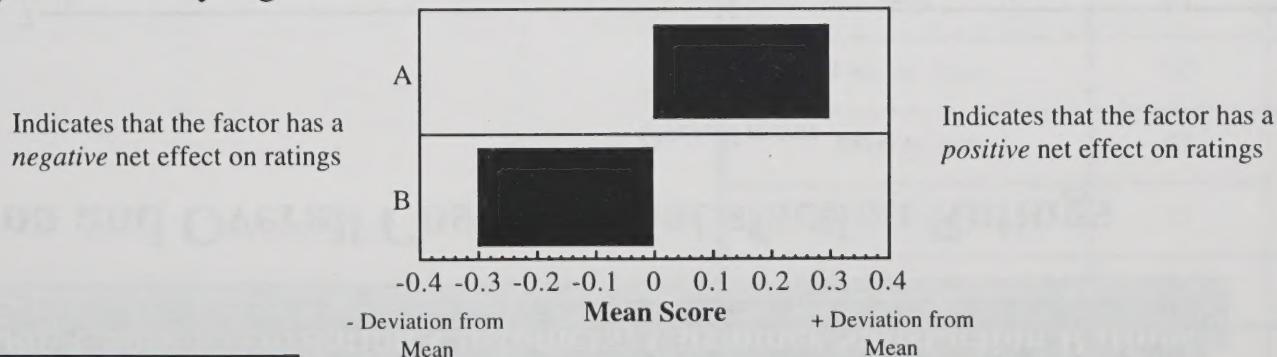
### Arena and Overall Customer Satisfaction Ratings



## Mining Claim Recordation Customers: Customer Satisfaction Ratings

### Segmentation Analysis Is Used to Help Understand Differences in Customer Satisfaction Ratings

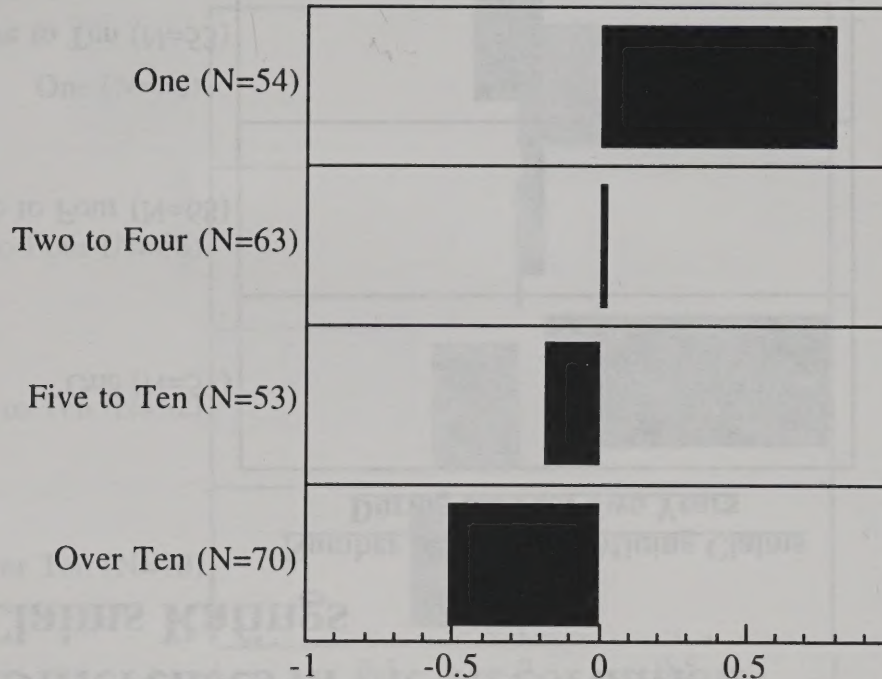
- Segmentation Analysis shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on overall customer satisfaction with BLM's handling of mining claim recordation, and on the overall satisfaction for each of the six service arenas. Three factors were included: the state in which the customer had the most contact with BLM, how many mining claims or mineral actions the customer had recorded within the past two years, and how many people were involved in the customer's mining claim.
- Only statistically significant effects are shown.



## Mining Claim Recordation Customers: Customer Satisfaction Ratings

### Significant Differences in Overall Customer Satisfaction Ratings

#### Number of Recorded Mining Claims During the Past Two Years

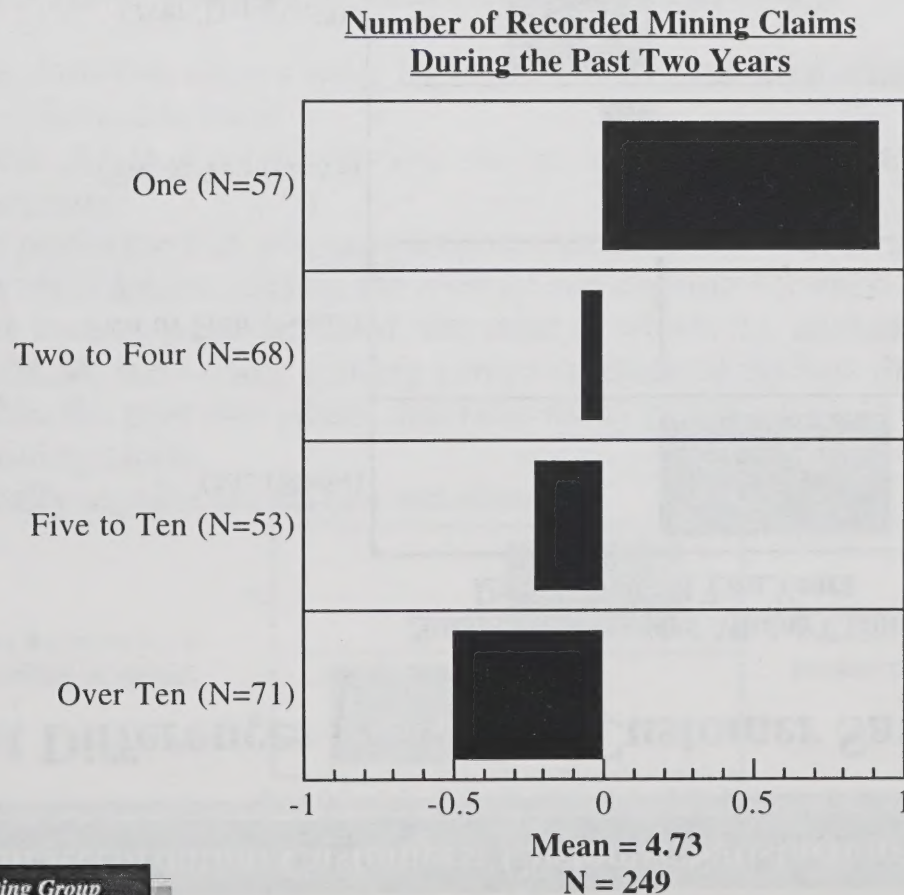


Mean = 4.39

N = 240

## Mining Claim Recordation Customers: Customer Satisfaction Ratings

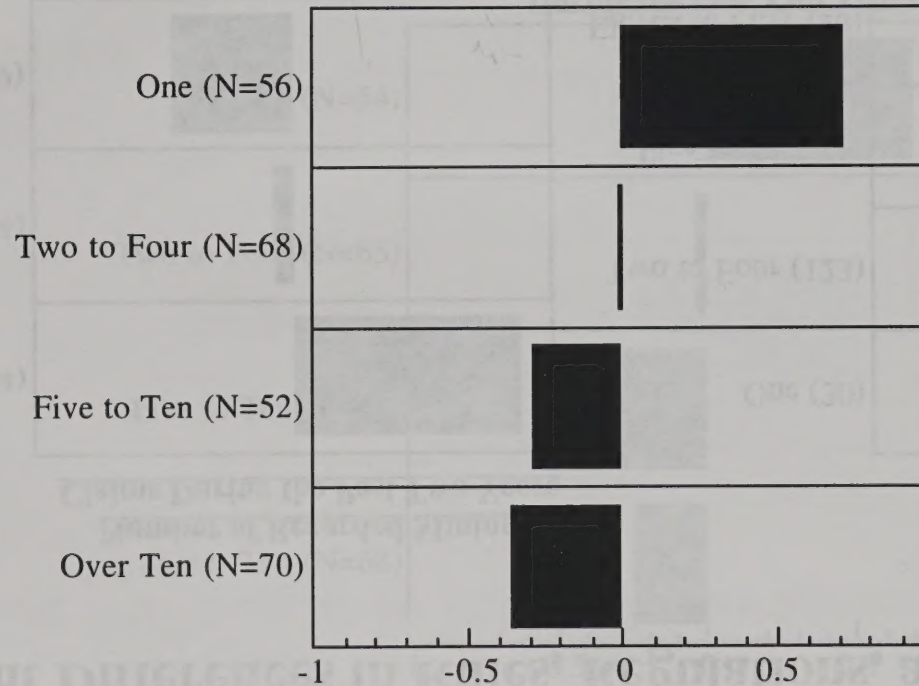
### Significant Differences in the Recordation of Mining Claims Ratings



## Mining Claim Recordation Customers: Customer Satisfaction Ratings

### Significant Differences in Service Delivery Ratings

Number of Recorded Mining Claims  
During the Past Two Years



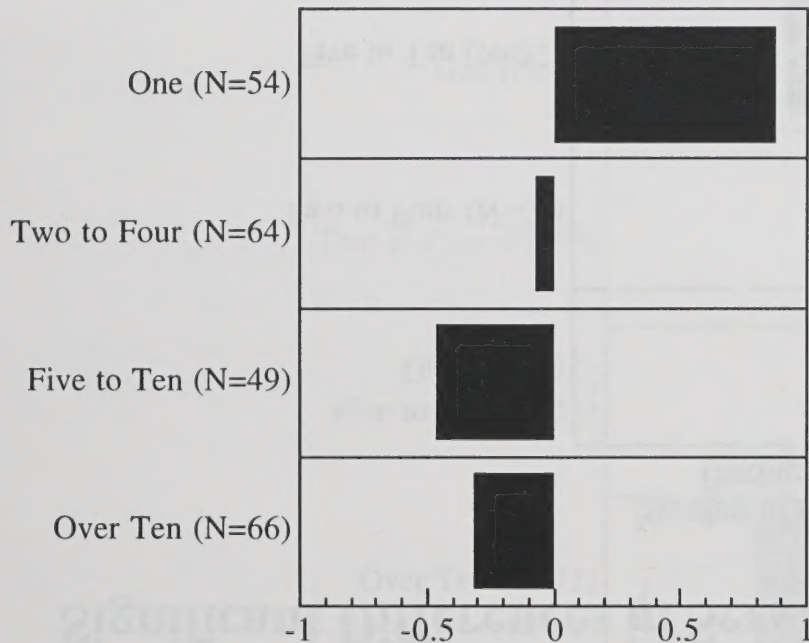
Mean = 4.86

N = 246

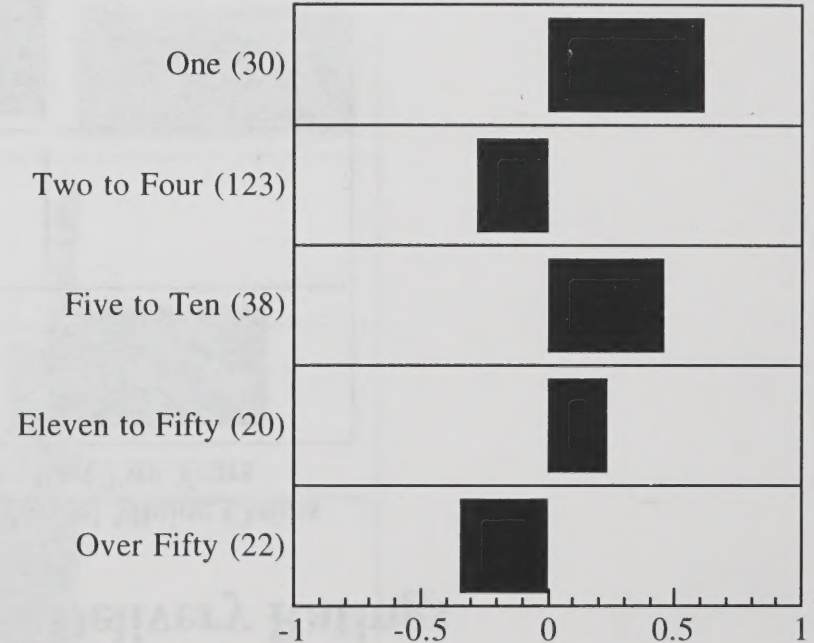
## Mining Claim Recordation Customers: Customer Satisfaction Ratings

### Significant Differences in Rules, Regulations, and Policy Ratings

Number of Recorded Mining Claims During the Past Two Years



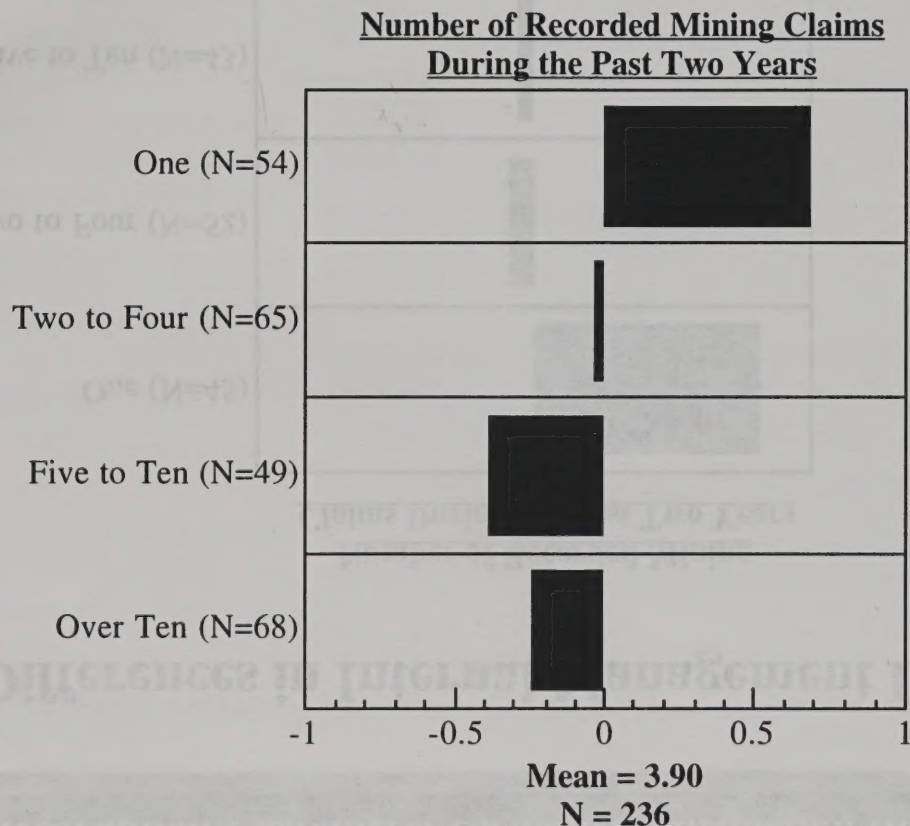
Number of People Involved with a Mining Claim



Mean = 3.89  
N = 231

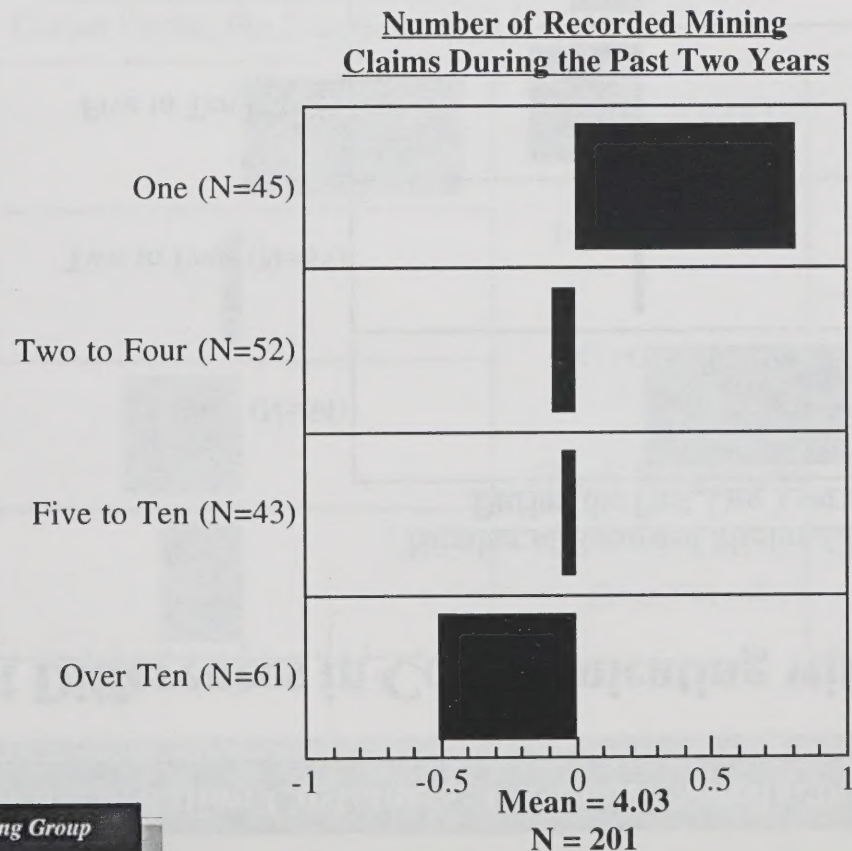
## Mining Claim Recordation Customers: Customer Satisfaction Ratings

### Significant Differences in Communicating with the Public Ratings



## Mining Claim Recordation Customers: Customer Satisfaction Ratings

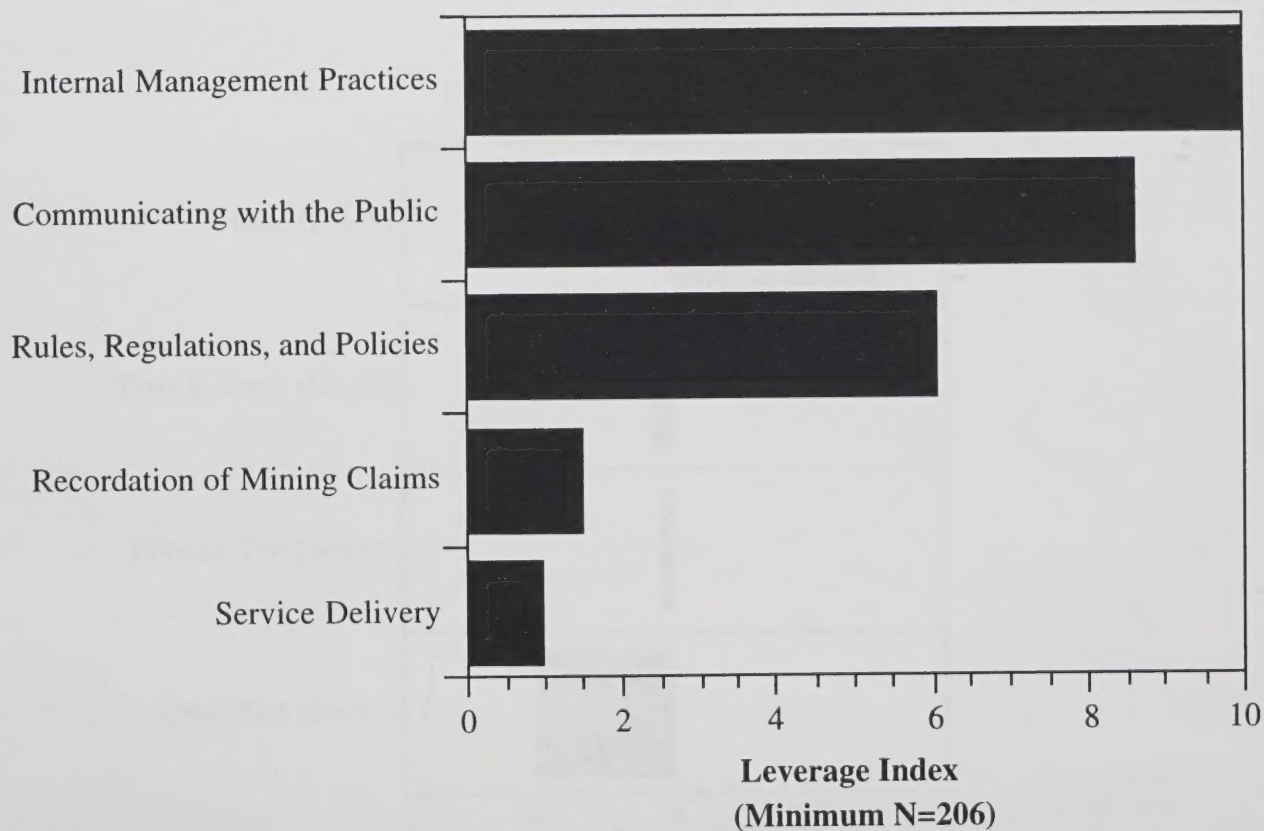
### Significant Differences in Internal Management Practice Ratings





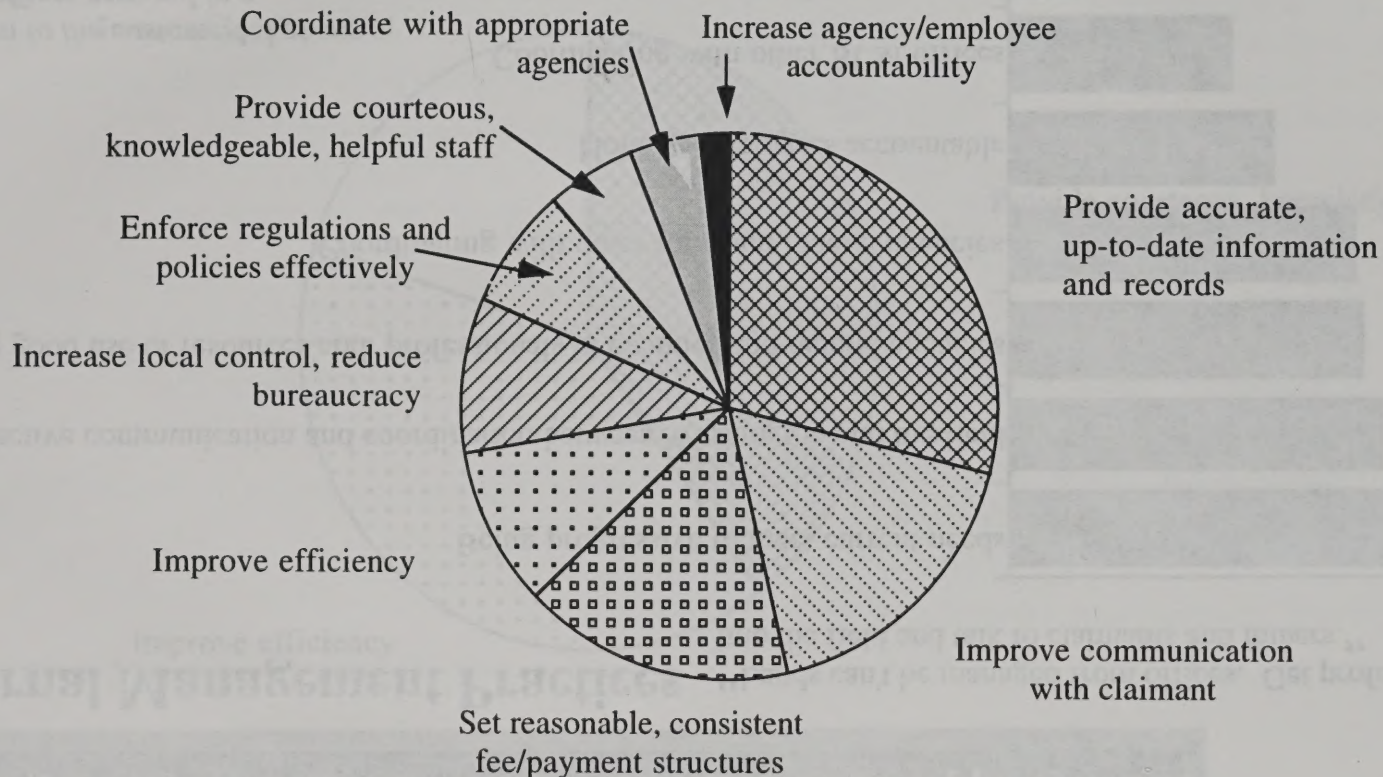
## Mining Claim Recordation Customers: Improvement Opportunities

### Customer Satisfaction Arena Leverage



## Mining Claim Recordation Customers: Improvement Opportunities

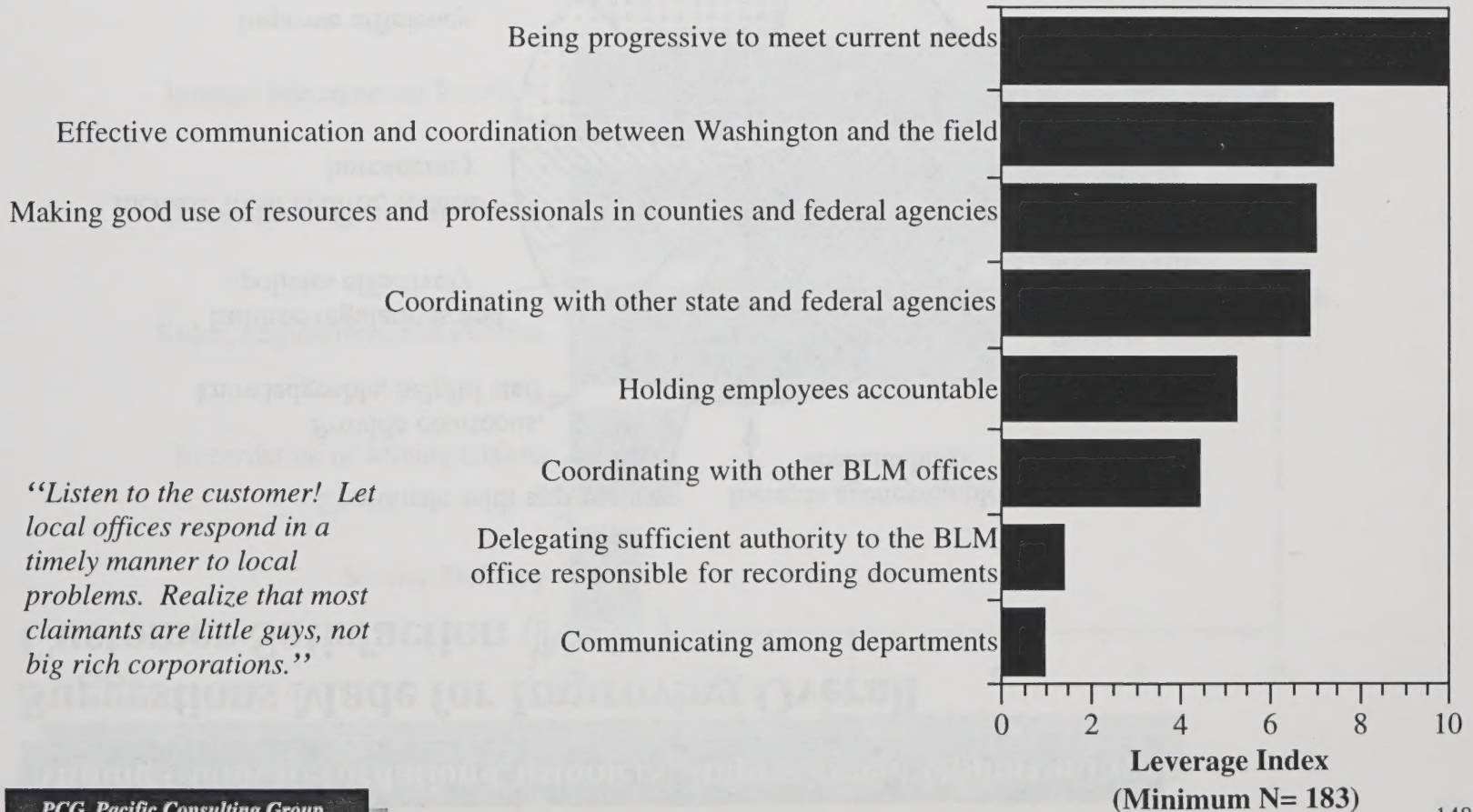
### Suggestions Made for Improving Overall Customer Satisfaction (N=97)



## Mining Claim Recordation Customers: Improvement Opportunities

### Internal Management Practices

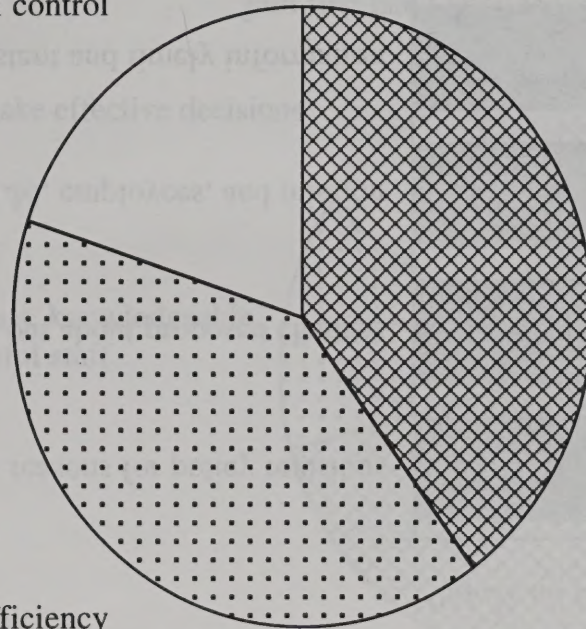
“Lands can't be managed from offices. Get professionals into the field and talk to claimants and miners.”



## Mining Claim Recordation Customers: Improvement Opportunities

### Suggestions Made for Improving Internal Management Practices (N =30)

Increase local control



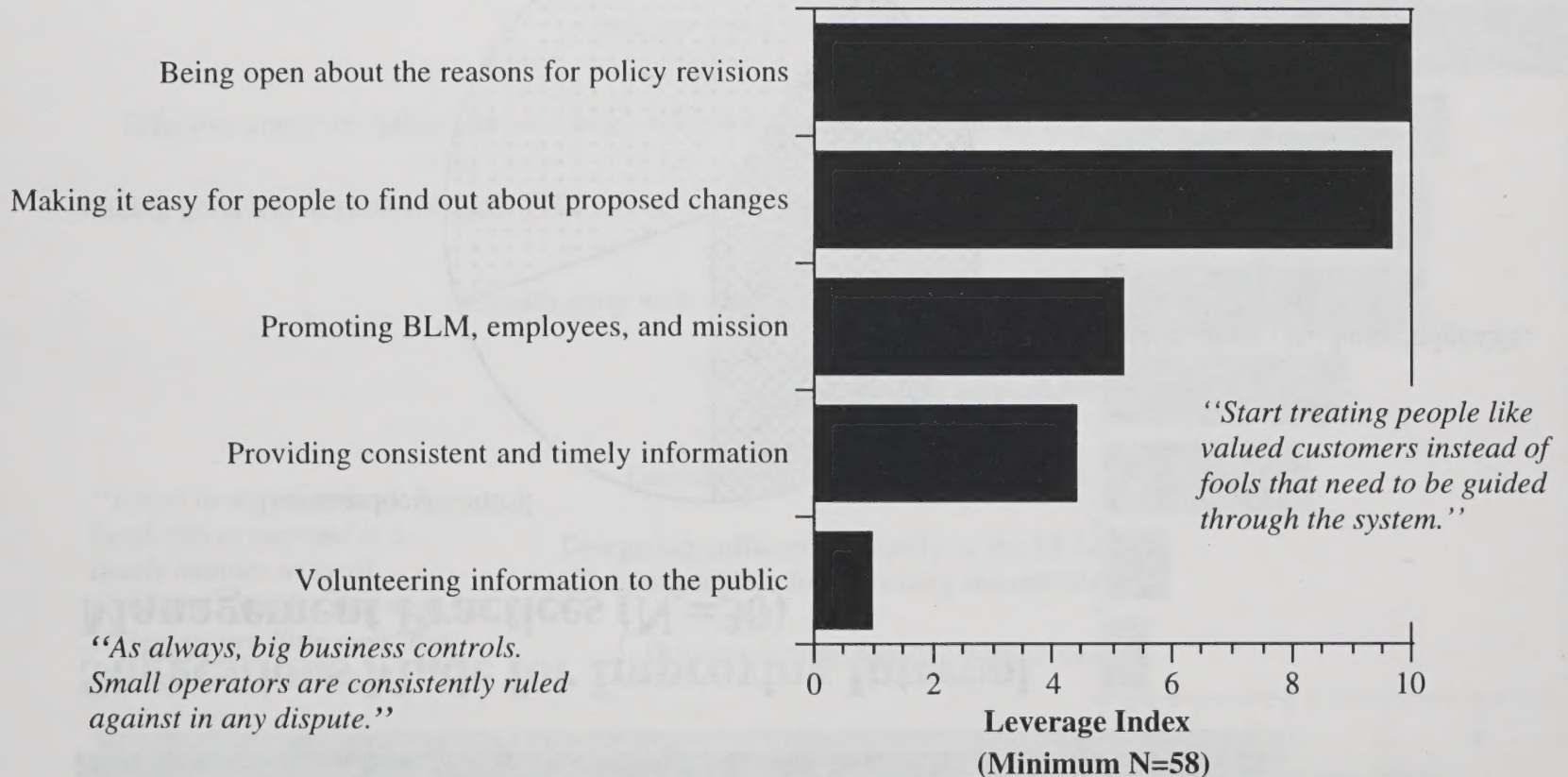
Provide courteous, knowledgeable, helpful staff

Improve efficiency

## Mining Claim Recordation Customers: Improvement Opportunities

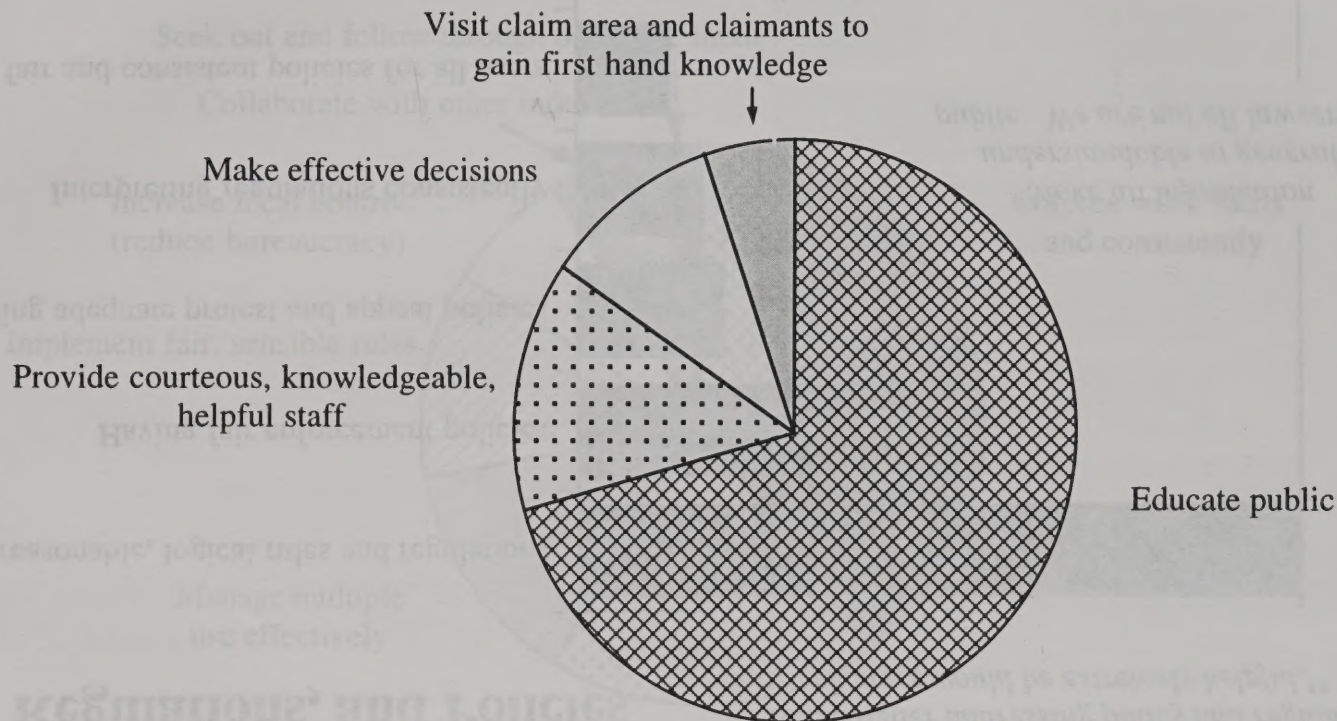
### Communicating with the Public

*“Make all information understandable to general public.”*



## Mining Claim Recordation Customers: Improvement Opportunities

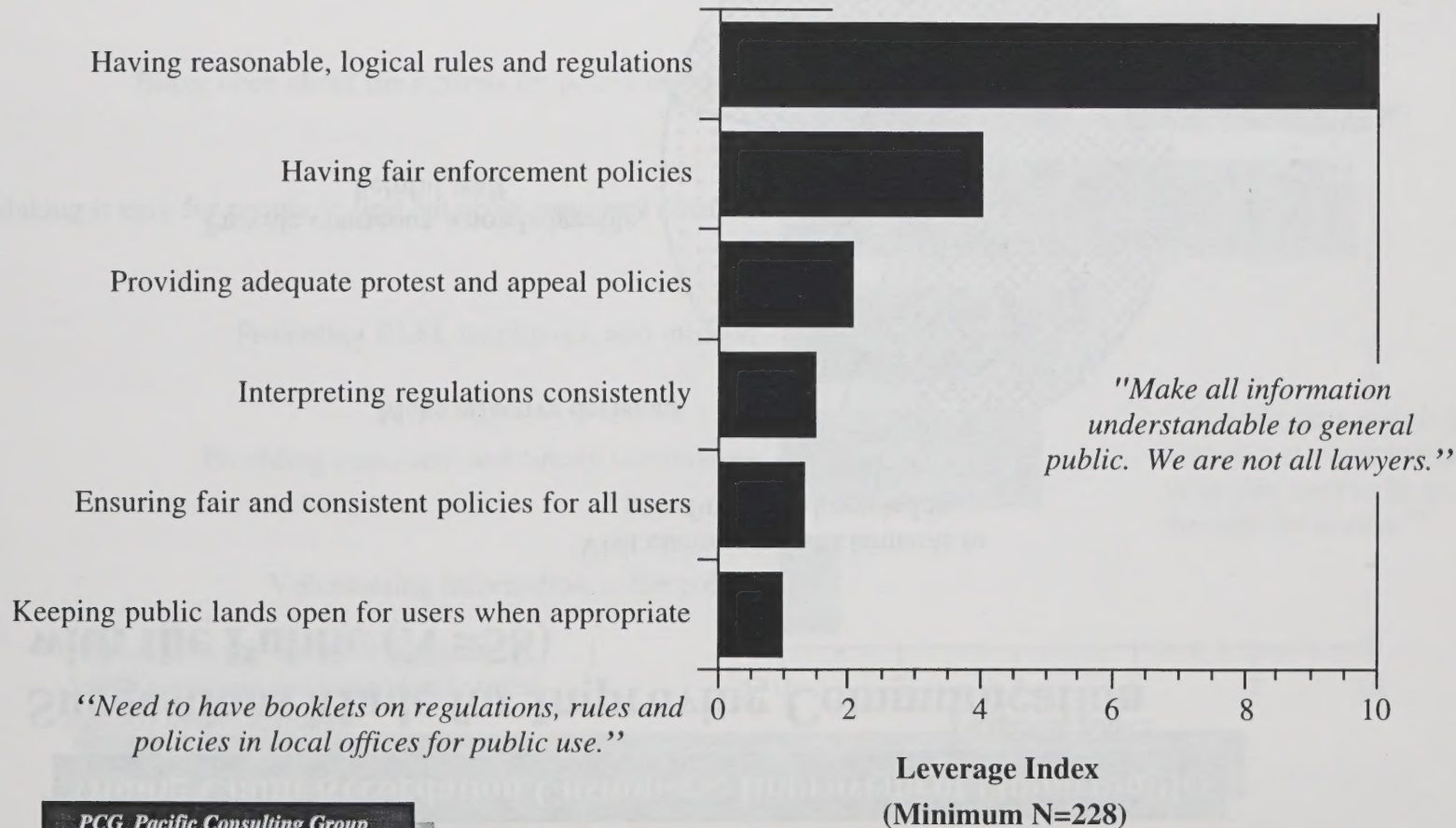
### Suggestions Made for Improving Communication with the Public (N =58)



## Mining Claim Recordation Customers: Improvement Opportunities

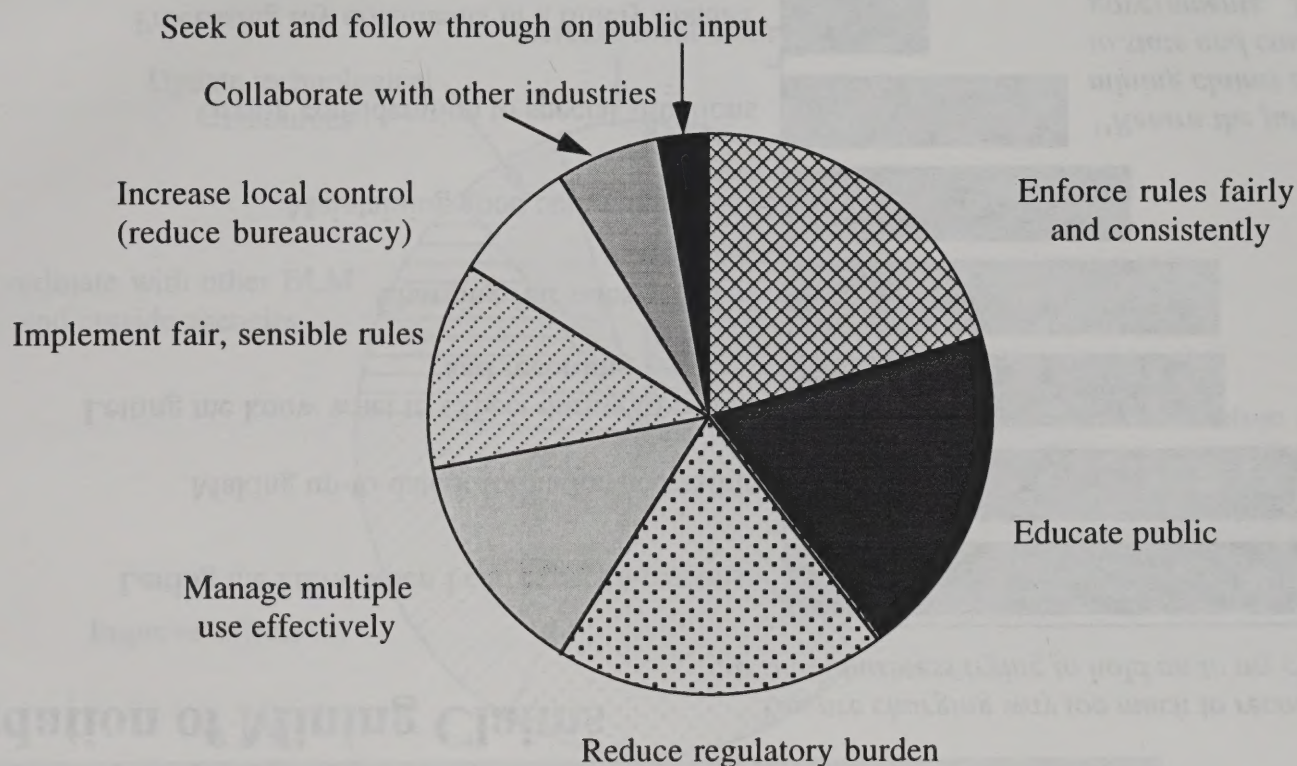
### Rules, Regulations, and Policies

*"A newsletter addressing policy and regulation changes would be extremely helpful."*



## Mining Claim Recordation Customers: Improvement Opportunities

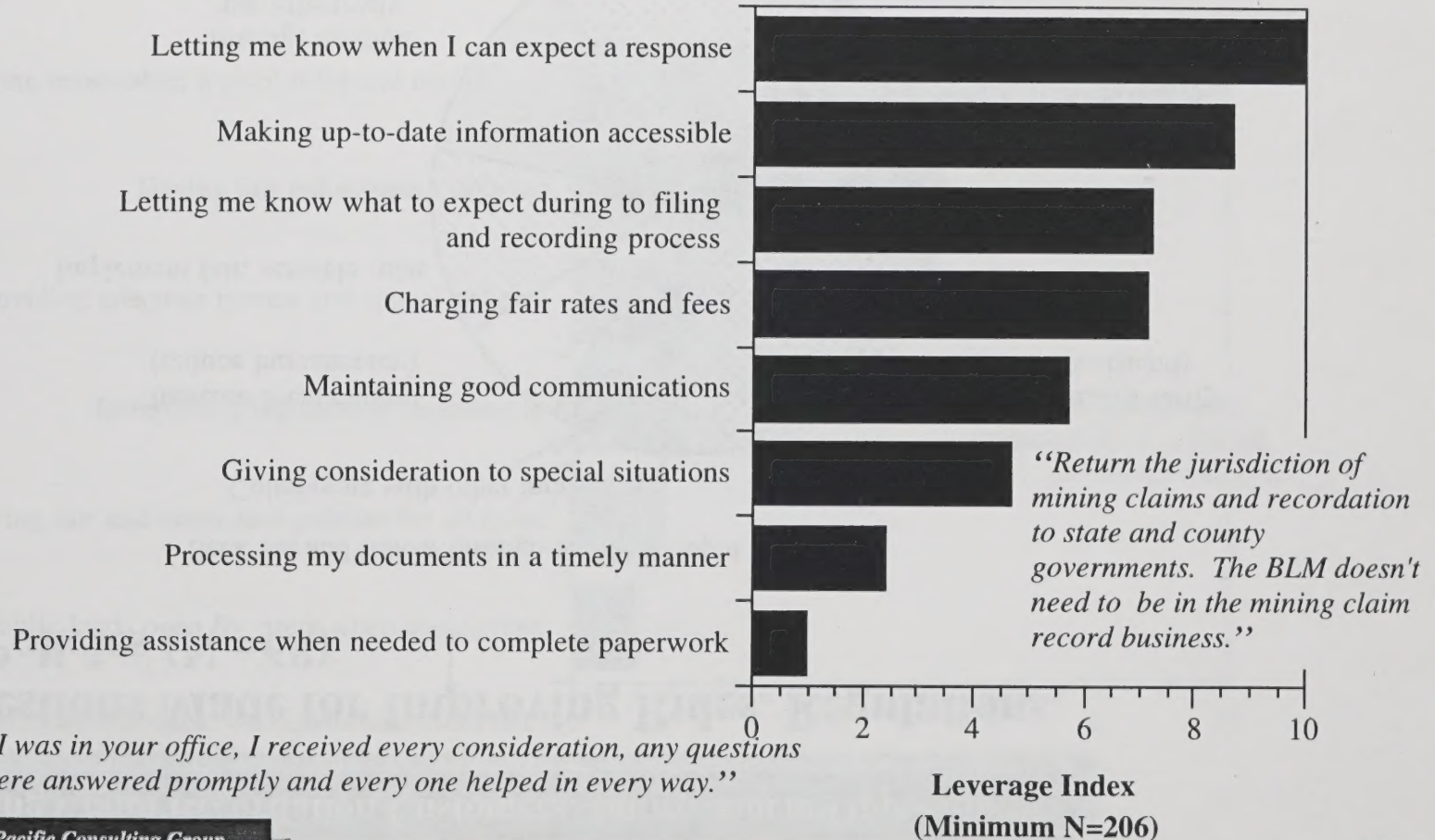
### Suggestions Made for Improving Rules, Regulations, and Policies (N =68)



## Mining Claim Recordation Customers: Improvement Opportunities

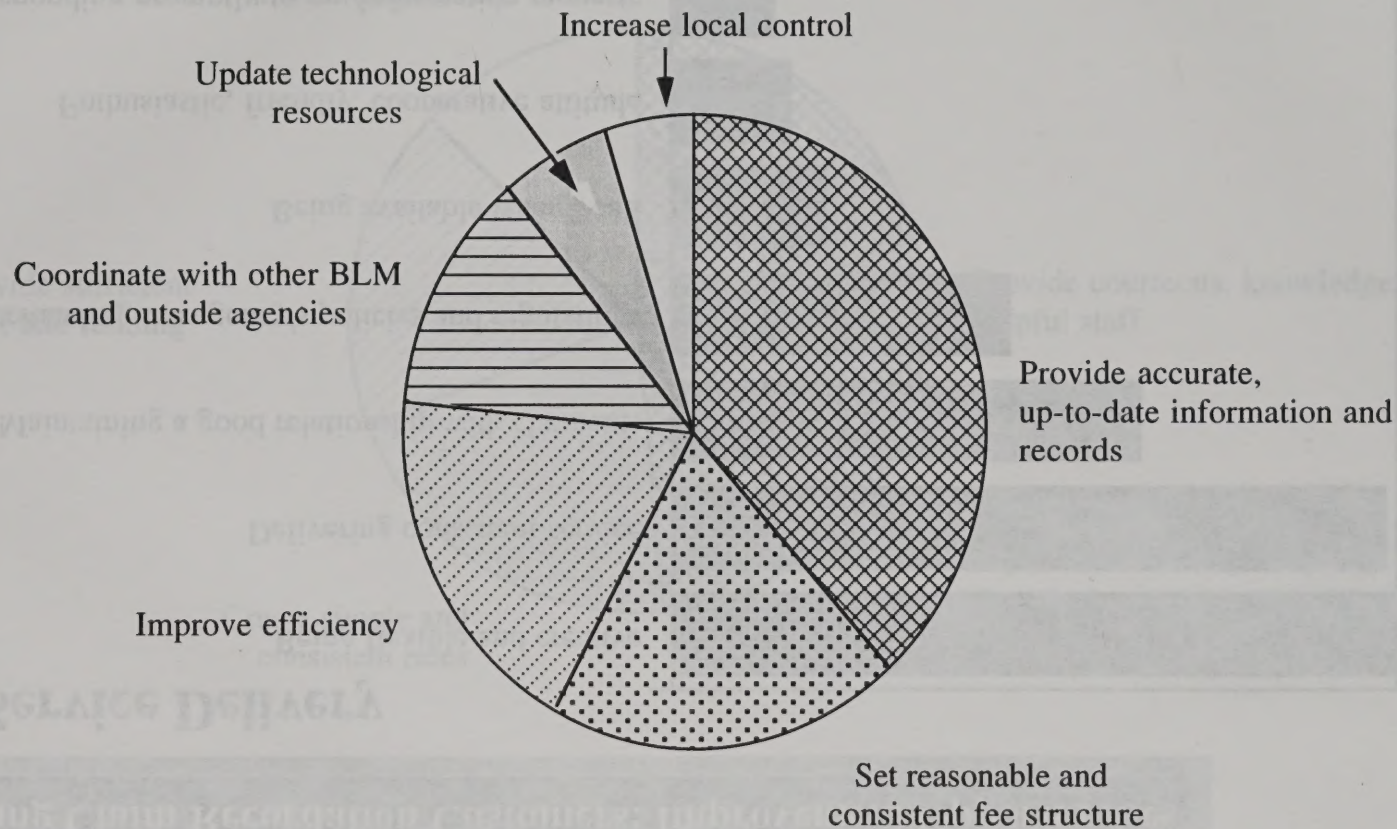
### Recordation of Mining Claims

*“You are charging way too much to record claims. I’m a small business trying to hold on to my claims.”*



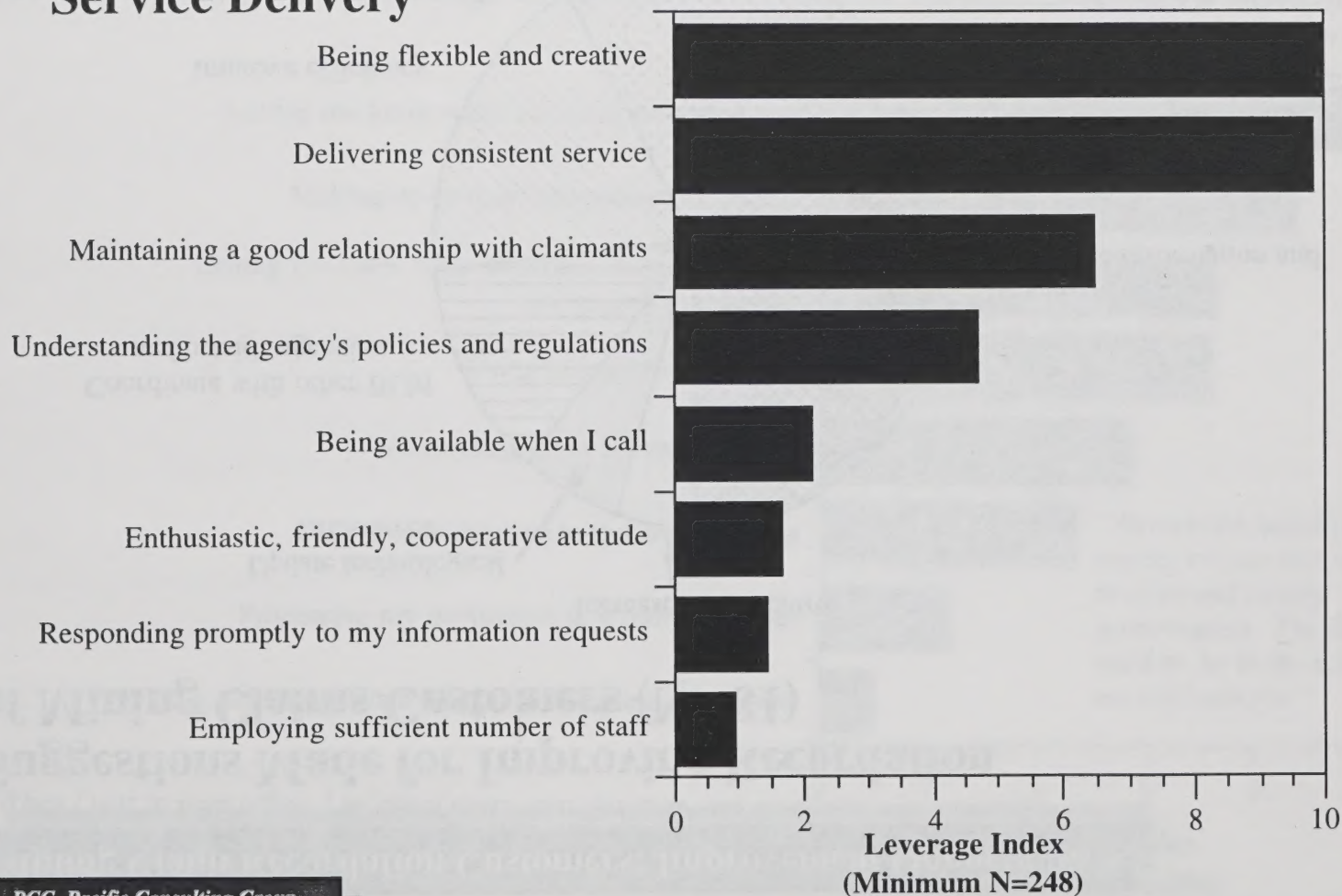
## Mining Claim Recordation Customers: Improvement Opportunities

### Suggestions Made for Improving Recordation of Mining Claims Customers (N =81)



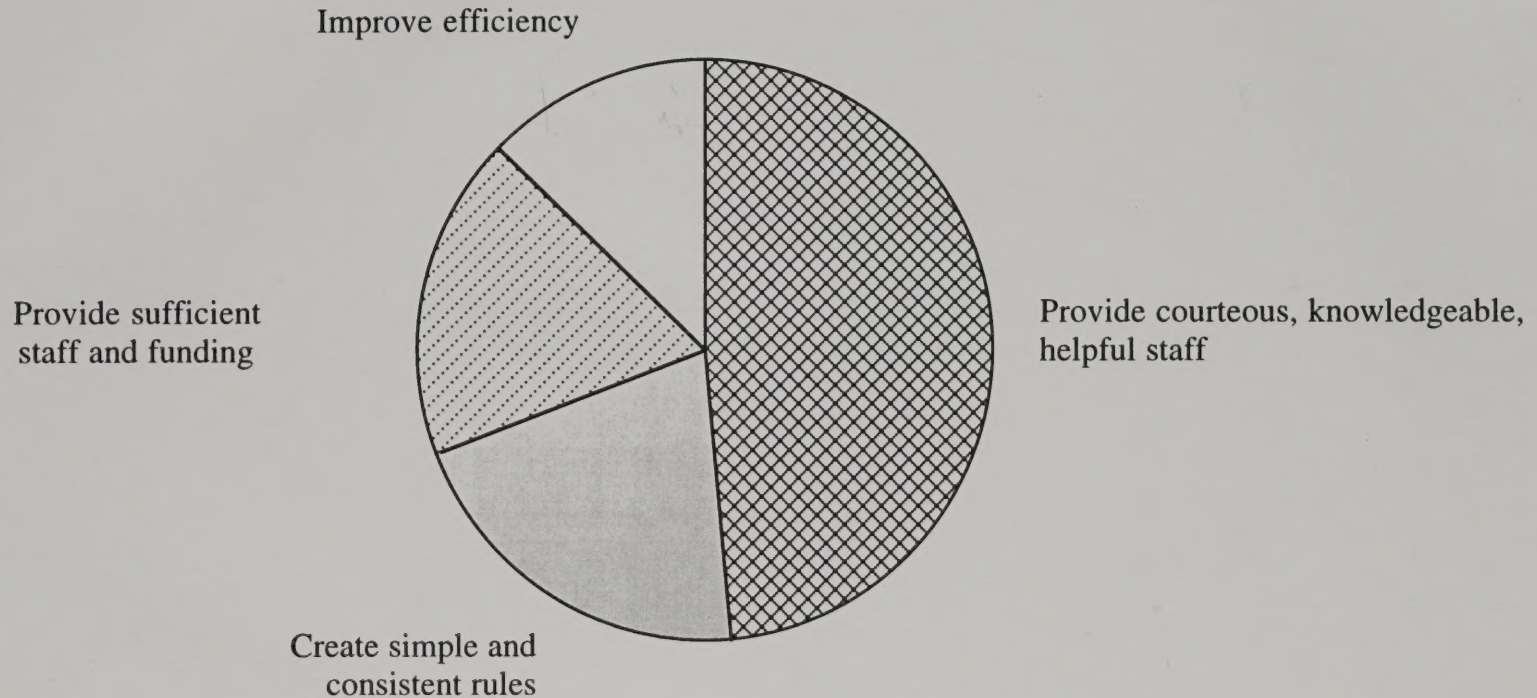
## Mining Claim Recordation Customers: Improvement Opportunities

### Service Delivery



## Mining Claim Recordation Customers: Improvement Opportunities

### Suggestions Made for Improving Service Delivery (N =39)

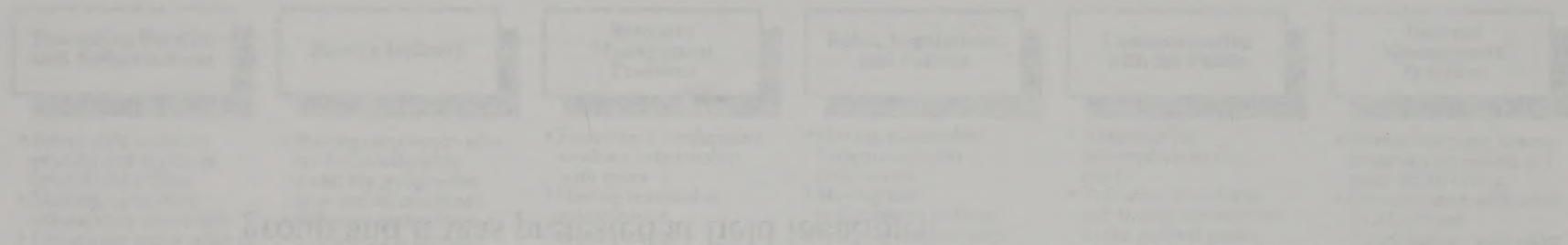








## Grazing Permit and Lease Customer Scorecard



# Grazing Permit and Lease Customers

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## **Grazing Permit and Lease Customers: Overview**

### **Focus Groups Were Conducted to Construct the Net Impression® Framework for Grazing Permittees**

- PCG moderators conducted focus groups in Reno, Nevada.
- Forest Service moderators conducted focus groups in Coeur d'Alene, Idaho, and Santa Fe, New Mexico.
- Use Authorization customer expectations formed the basis for questions contained in the questionnaire.
- The questionnaire items were finalized by the Customer Service lead group and it was pretested at field locations.

## Grazing Permit and Lease Customers: Overview

# Grazing Permit and Lease Customer Scorecard

### Processing Permits and Authorizations

- Being able to obtain permits and leases at local BLM offices
- Making up-to-date information accessible
- Letting me know what to expect during the application process
- Matching the complexity and expense of the application with the likely impacts of the use
- Letting me know when I can expect a response
- Charging fair rates and fees
- Processing annual grazing applications in a timely manner
- Maintaining good communications during the permit process
- Making it easy to transfer leases, permits, and authorizations to other users
- Giving consideration to special situations
- Providing assistance when needed to complete paperwork
- Explaining the terms and conditions of the permit or lease

### Service Delivery

- Having employees who are knowledgeable about my geographic area and its resources
- Showing enthusiasm and having a friendly, cooperative attitude
- Understanding the agency's policies and regulations
- Employing a sufficient number of staff for the work load
- Delivering consistent service
- Maintaining a good relationship with the public
- Being flexible and creative in meeting users' needs
- Being available when I call
- Responding promptly to information requests

### Resource Management Practices

- Fostering a cooperative working relationship with users
- Having reasonable maintenance requirements
- Providing helpful technical assistance to applicants and permittees
- Responding quickly to publicly desired projects, proposals, and improvements
- Balancing local and national priorities when interpreting laws and policies
- Balancing the needs of multiple users
- Balancing conservation of the environment with applicants' needs
- Respecting Native American lands and cultural sites

### Rules, Regulations, and Policies

- Having reasonable, logical rules and regulations
- Having fair enforcement policies
- Keeping public lands open for users when appropriate
- Ensuring fair and consistent policies for all applicants and permittees
- Interpreting regulations consistently
- Providing adequate protest and appeal policies to resolve issues and disputes

### Communicating with the Public

- Volunteering information to the public
- Providing consistent and timely information to the general public
- Making it easy for people to find out about proposed changes and public hearings
- Being open about the reasons for policy revisions
- Getting public input at the right point in the process
- Acting on public input when appropriate
- Including me in the land-use planning process
- Educating all people about land uses and resource management
- Promoting BLM, its employees, and its mission to the public

### Internal Management Practices

- Communicating among departments within my local BLM office
- Coordinating with other BLM offices
- Coordinating with other state and federal agencies
- Having effective communication and coordination between Washington and the field
- Delegating sufficient authority to local BLM offices
- Empowering local employees to evaluate risks and to make decisions
- Holding employees accountable
- Making good use of resources and professionals outside BLM
- Performing an appropriate level of review of studies done by approved experts outside BLM
- Being progressive to meet current needs

## Grazing Permit and Lease Customers: Respondent Profile

### 357 Completed Questionnaires Were Received From Grazing Permit and Lease Customers

<u>State</u>	<u>Customers</u>	<u>Percent</u>
ID	74	20.7%
MT	65	18.2%
NM	99	27.7%
WY	73	20.4%
Other (Unassigned)	46	12.9%
<b>Total</b>	<b>357</b>	<b>100%</b>

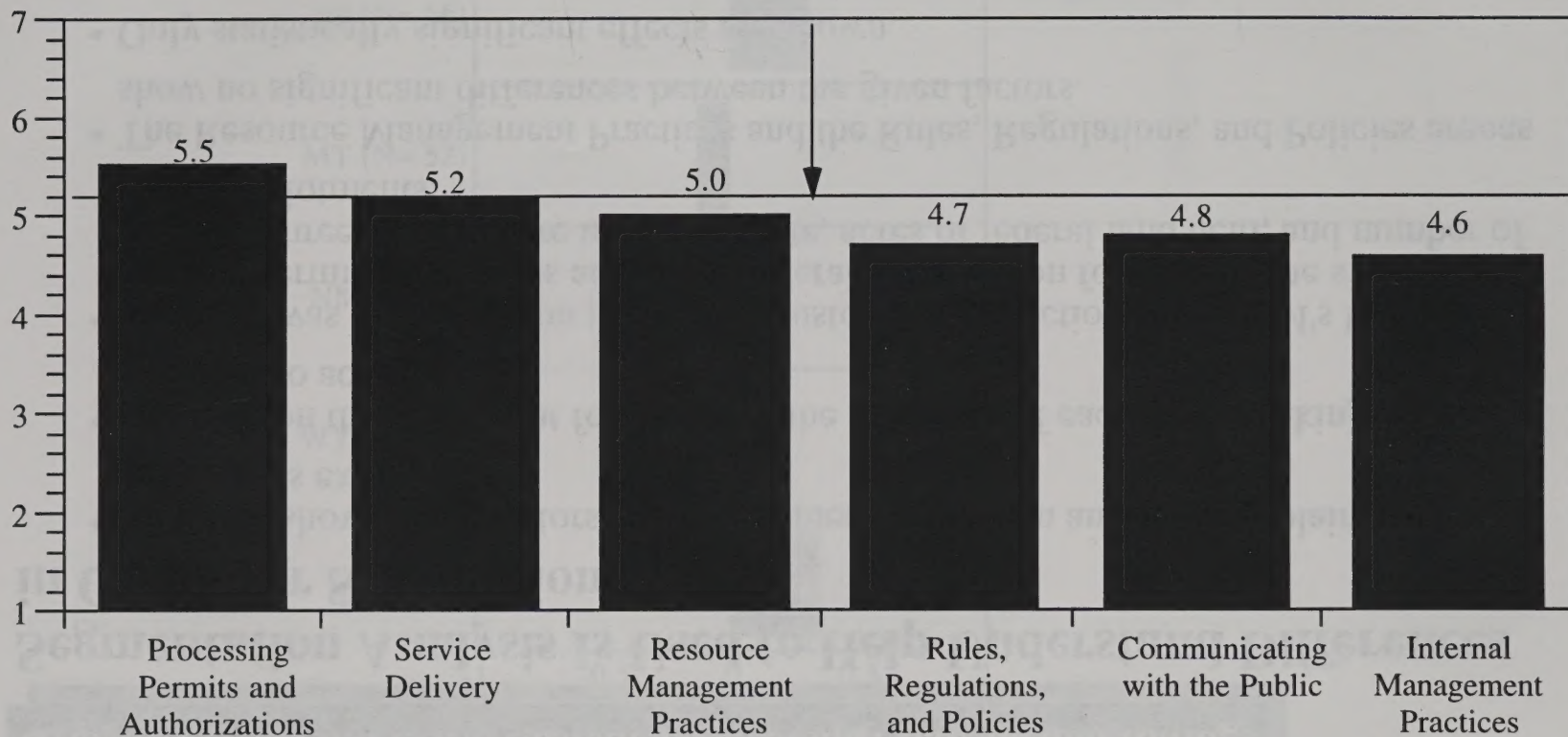
<u>Acres of Federal Land Held through Leases or Permits</u>	<u>Customers</u>	<u>Percent</u>
< 10,000	234	76.5%
10,000-50,000	52	17.0%
> 50,000	20	6.5%
<b>Total</b>	<b>306</b>	<b>100%</b>

<u>Number of Grazing Allotments Currently Held from BLM</u>	<u>Customers</u>	<u>Percent</u>
One	200	59.9%
Two to three	110	32.9%
Four or more	24	7.2%
<b>Total</b>	<b>334</b>	<b>100%</b>

## Grazing Permit and Lease Customers: Customer Satisfaction Ratings

### Mean Arena and Overall Satisfaction Ratings

*Overall mean satisfaction  
rating: 5.1*

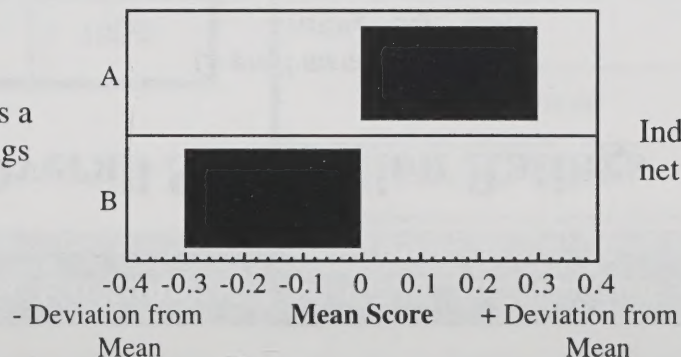


## Grazing Permit and Lease Customers: Customer Satisfaction Ratings

### Segmentation Analysis Is Used to Help Understand Differences in Customer Satisfaction

- ANOVA shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on the overall customer satisfaction with BLM's handling of grazing permits and leases and on the overall satisfaction for each of the six service arenas. Three factors were included: state, acres of federal land held, and number of grazing allotments.
- The Resource Management Practices and the Rules, Regulations, and Policies arenas show no significant differences between the given factors.
- Only statistically significant effects are shown.

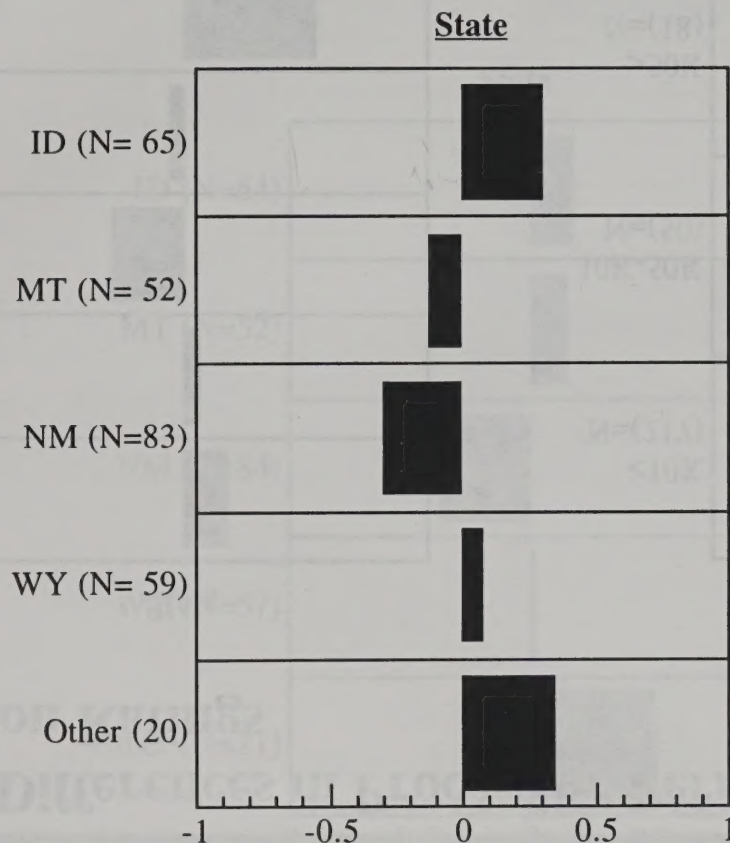
Indicates that the factor has a *negative* net effect on ratings



Indicates that the factor has a *positive* net effect on ratings

## Grazing Permit and Lease Customers: Customer Satisfaction Ratings

### Significant Differences in Overall Satisfaction Ratings

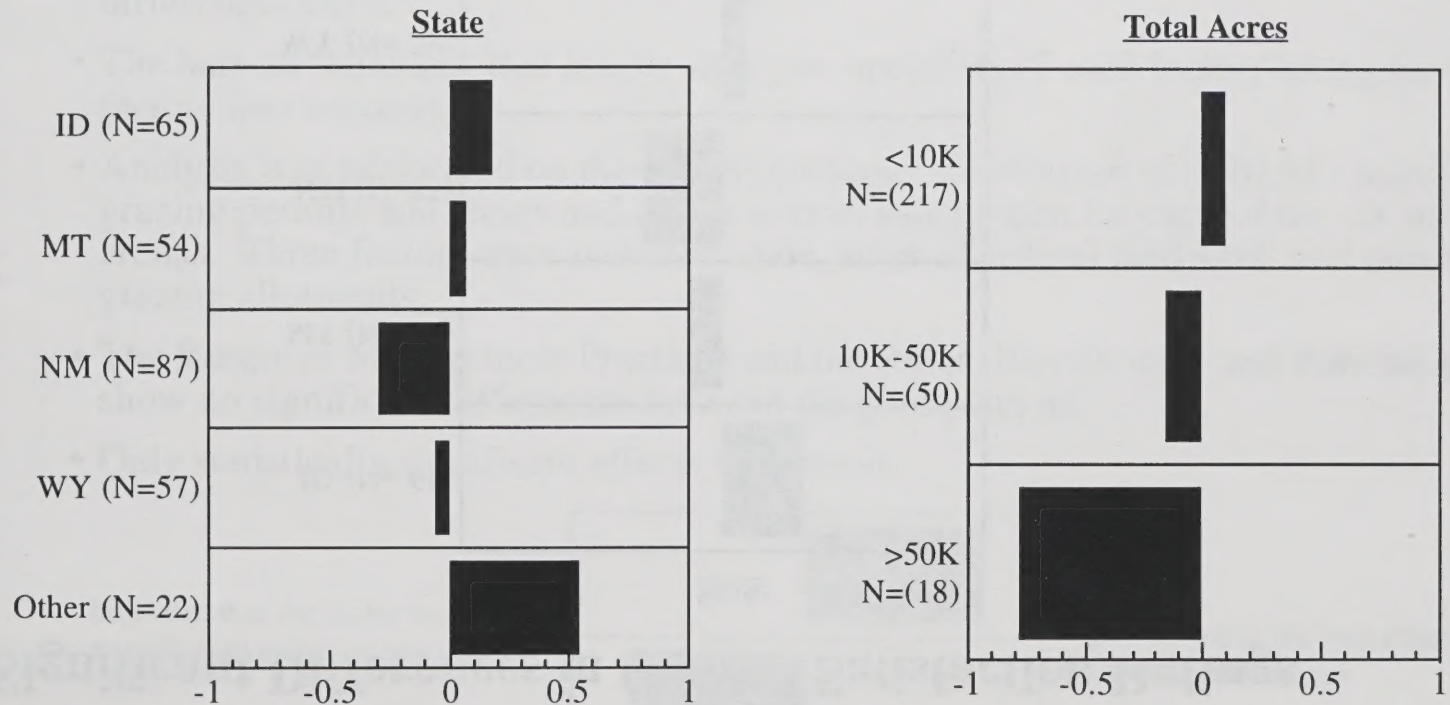


Mean = 5.10

N = 279

## Grazing Permit and Lease Customers: Customer Satisfaction Ratings

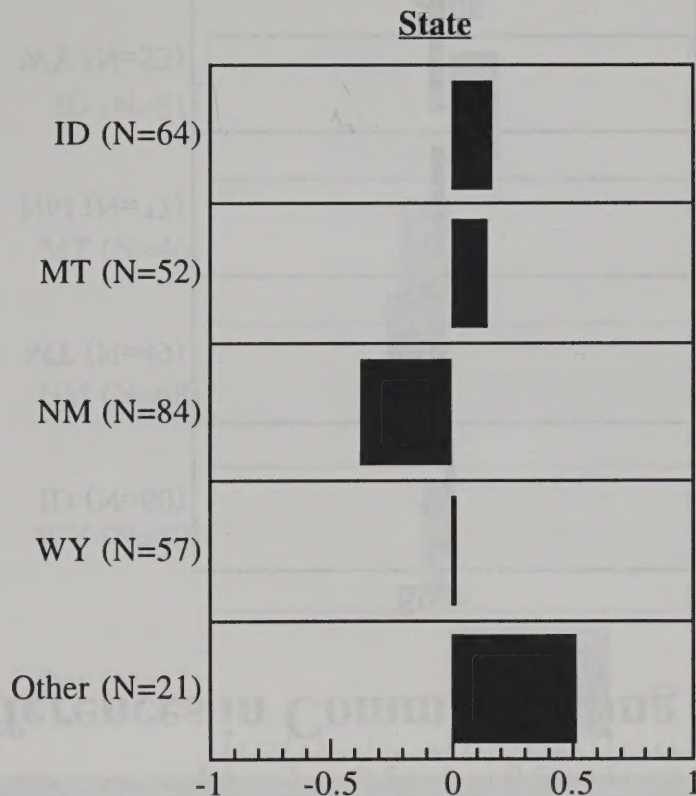
### Significant Differences in Processing Permits and Authorization Ratings



Mean = 5.48  
N = 285

## Grazing Permit and Lease Customers: Customer Satisfaction Ratings

### Significant Differences in Service Delivery Ratings

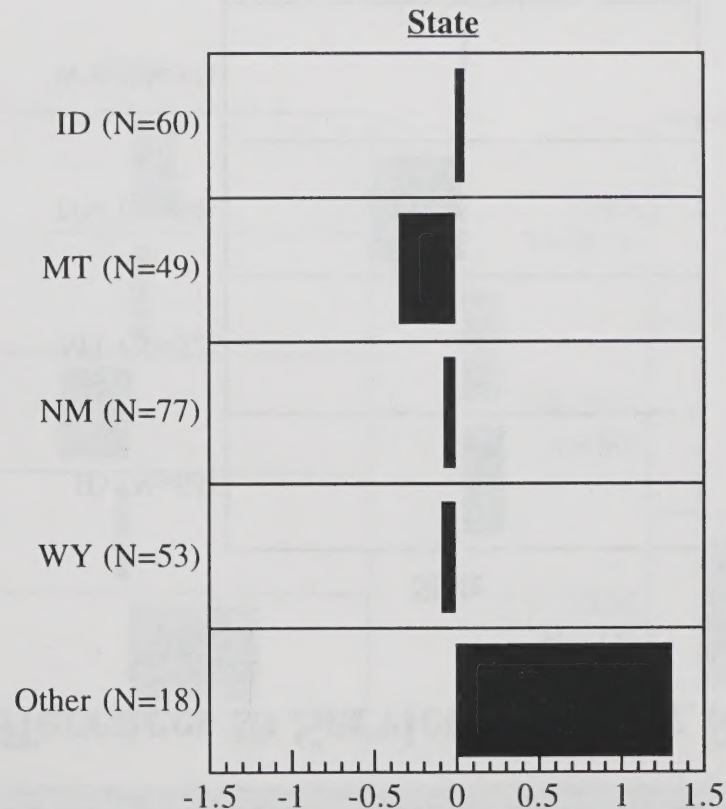


Mean = 5.17

N = 278

## Grazing Permit and Lease Customers: Customer Satisfaction Ratings

### Significant Differences in Communicating with the Public Ratings

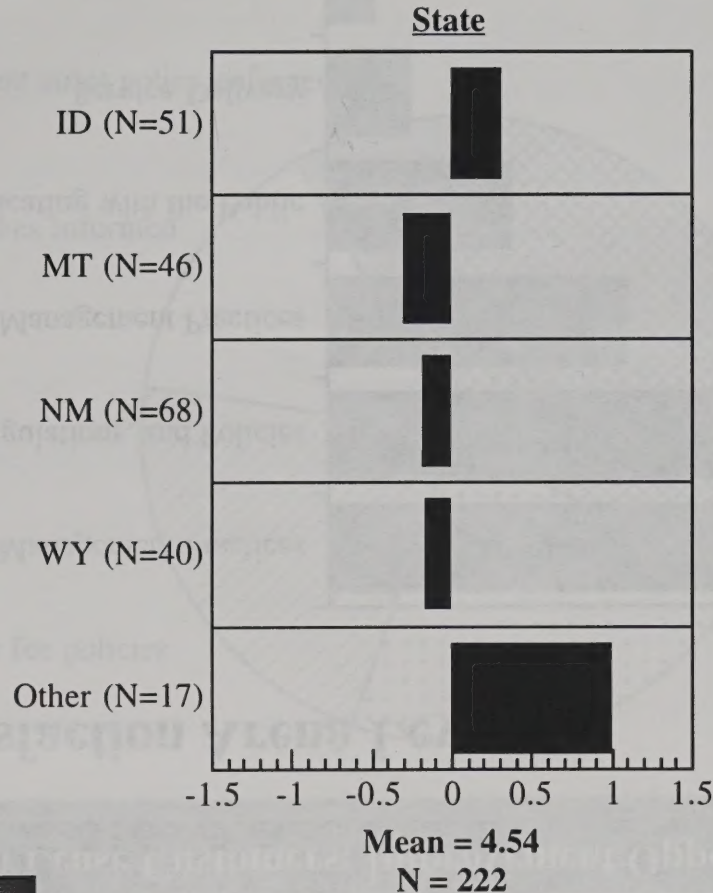


Mean = 4.80

N = 257

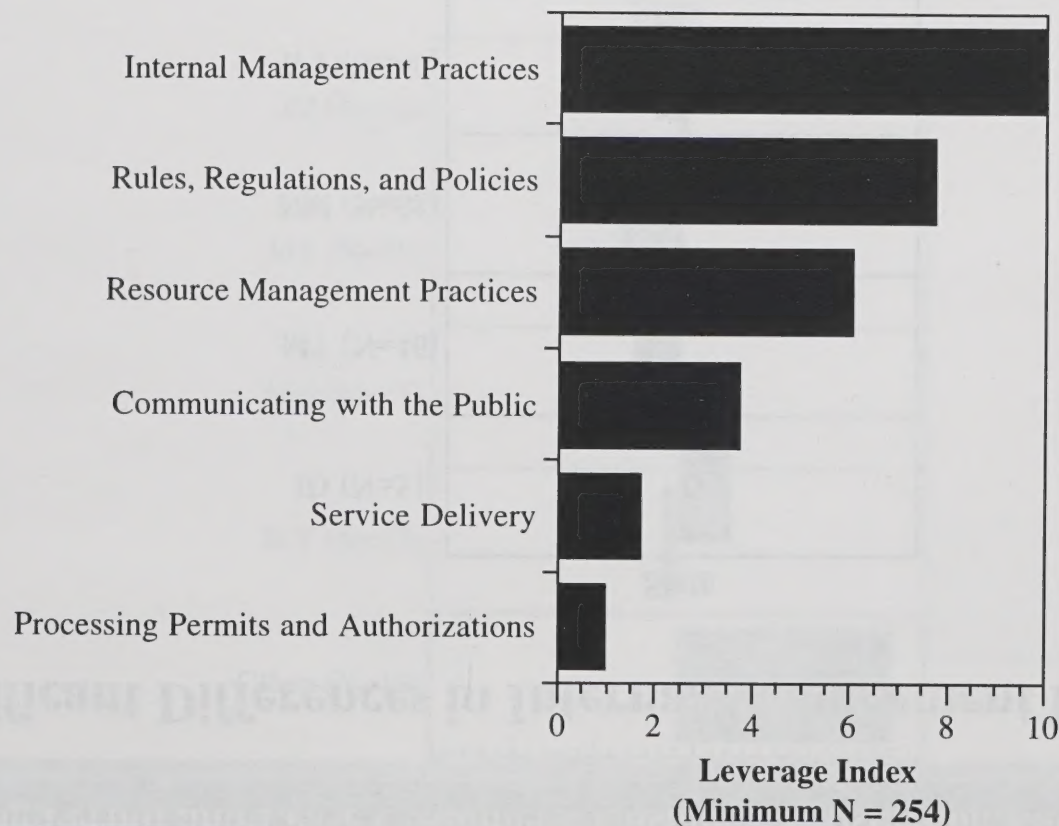
## Grazing Permit and Lease Customers: Customer Satisfaction Ratings

### Significant Differences in Internal Management Practices Ratings



## Grazing Permit and Lease Customers: Improvement Opportunities

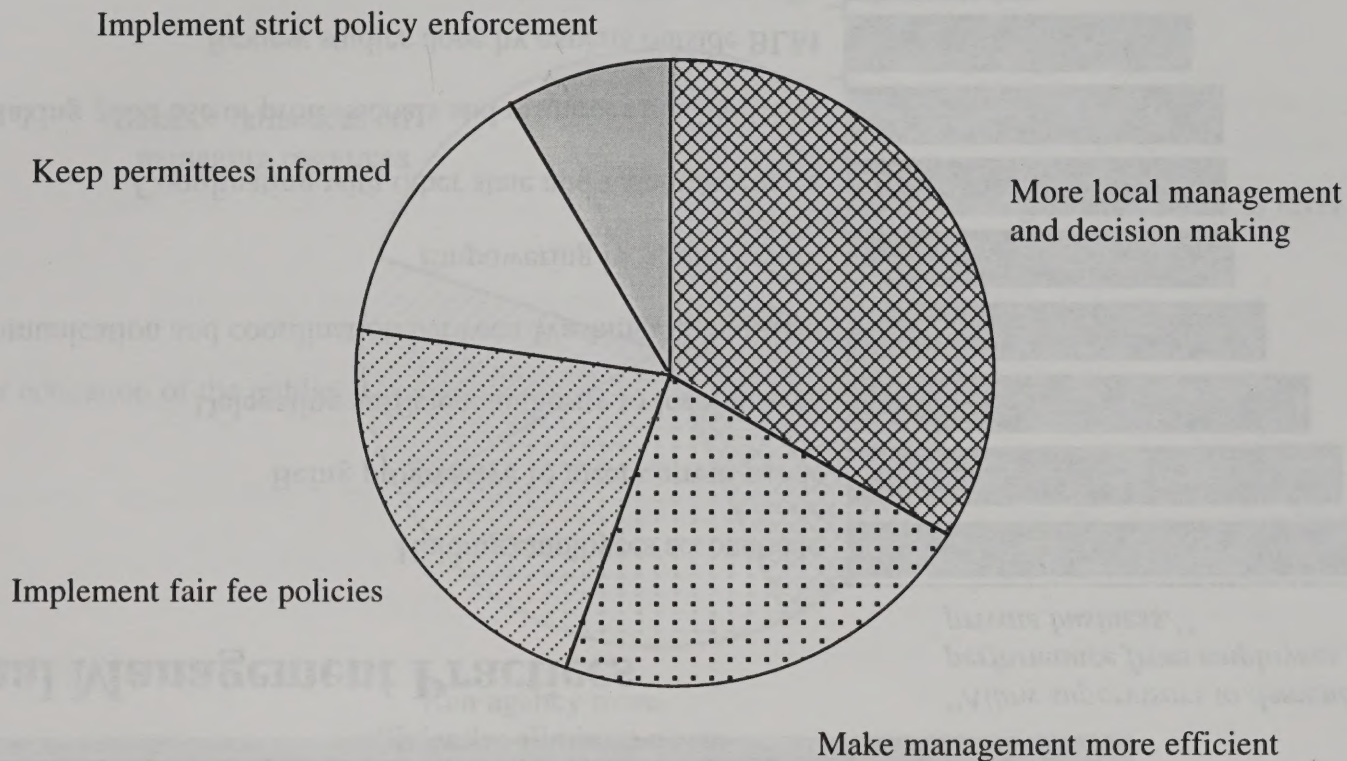
### Customer Satisfaction Arena Leverage



BLM Library  
Denver Federal Center  
Bldg. 85, OC-521  
P.O. Box 25047  
Denver, CO 80225

## Grazing Permit and Lease Customers: Improvement Opportunities

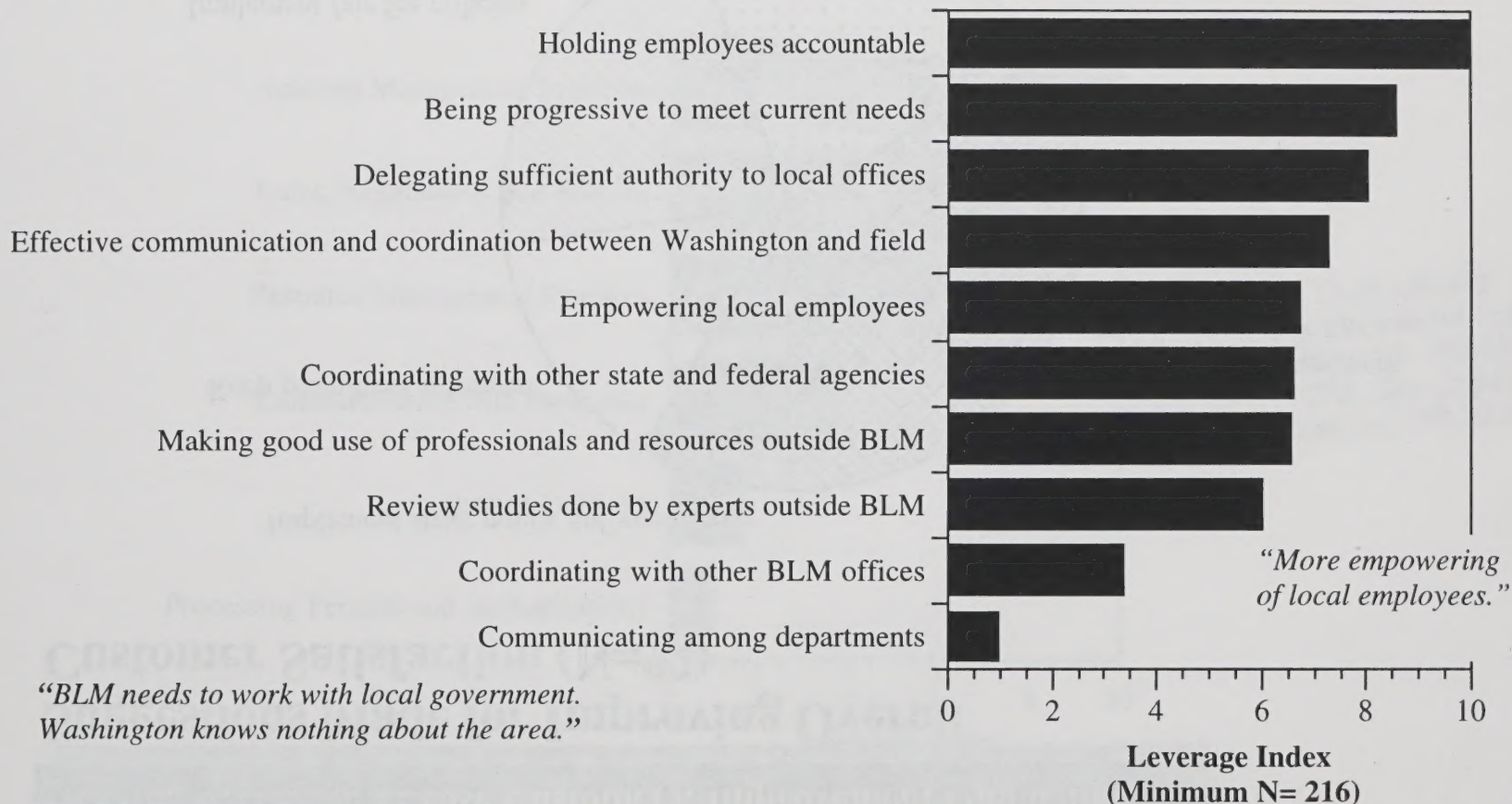
### Suggestions Made for Improving Overall Customer Satisfaction (N=92)



## Grazing Permit and Lease Customers: Improvement Opportunities

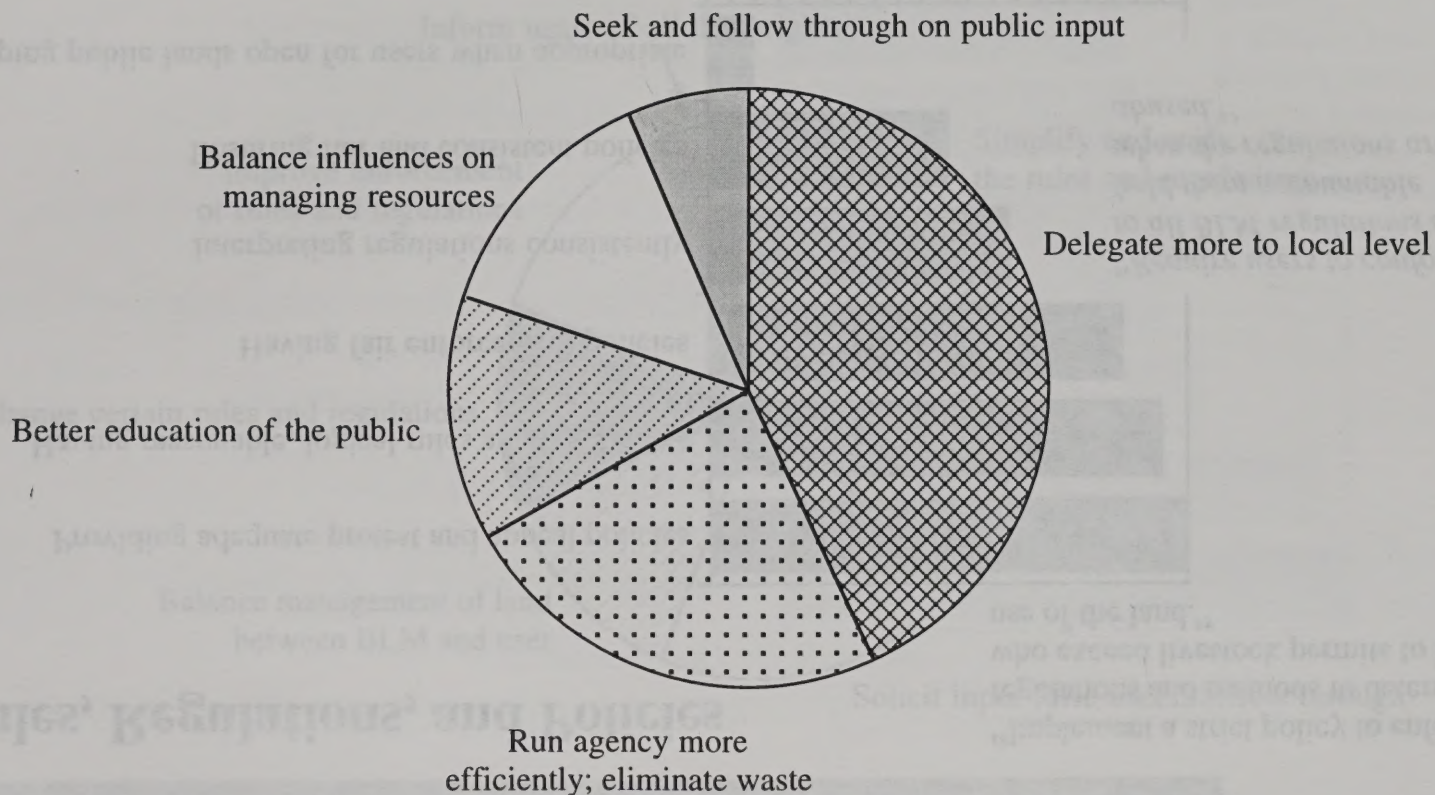
### Internal Management Practices

*“Allow supervisors to demand performance from employees like in a private business.”*



## Grazing Permit and Lease Customers: Improvement Opportunities

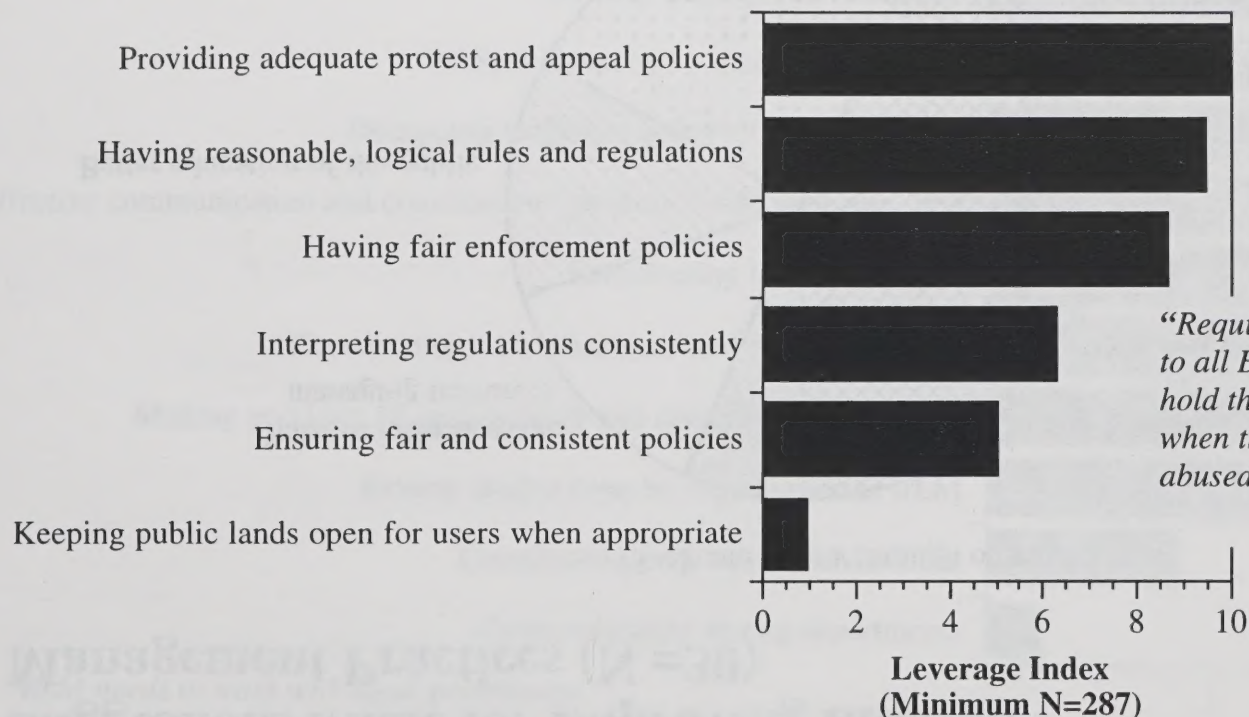
### Suggestions Made for Improving Internal Management Practices (N =30)



## Grazing Permit and Lease Customers: Improvement Opportunities

### Rules, Regulations, and Policies

“Implement a strict policy to enforce BLM regulations and methods to determine users who exceed livestock permits to balance the use of the land.”



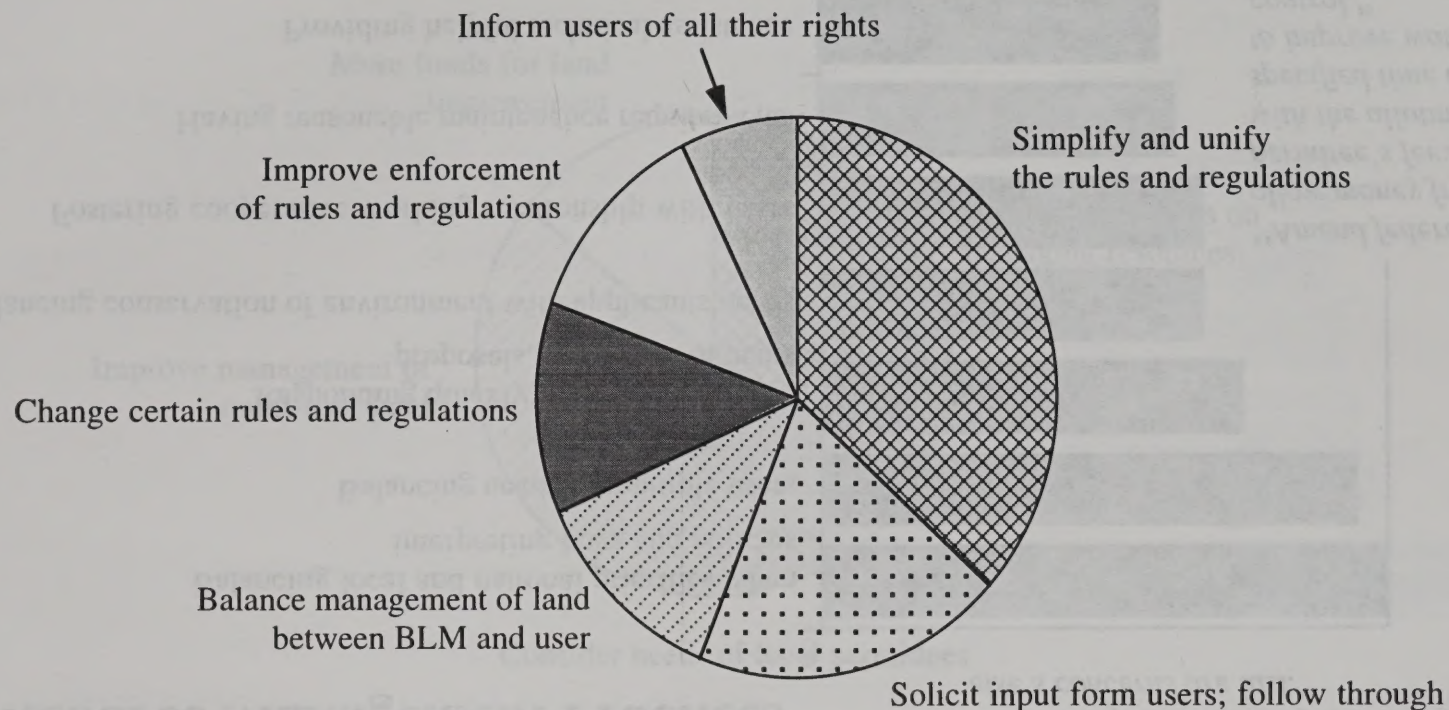
*“Require users to conform to all BLM regulations and hold them accountable when the regulations are abused.”*

“Too many rules and regulations, simplify.”

*“Support users who maintain and improve multiple use land, and restrict those who abuse it.”*

## Grazing Permit and Lease Customers: Improvement Opportunities

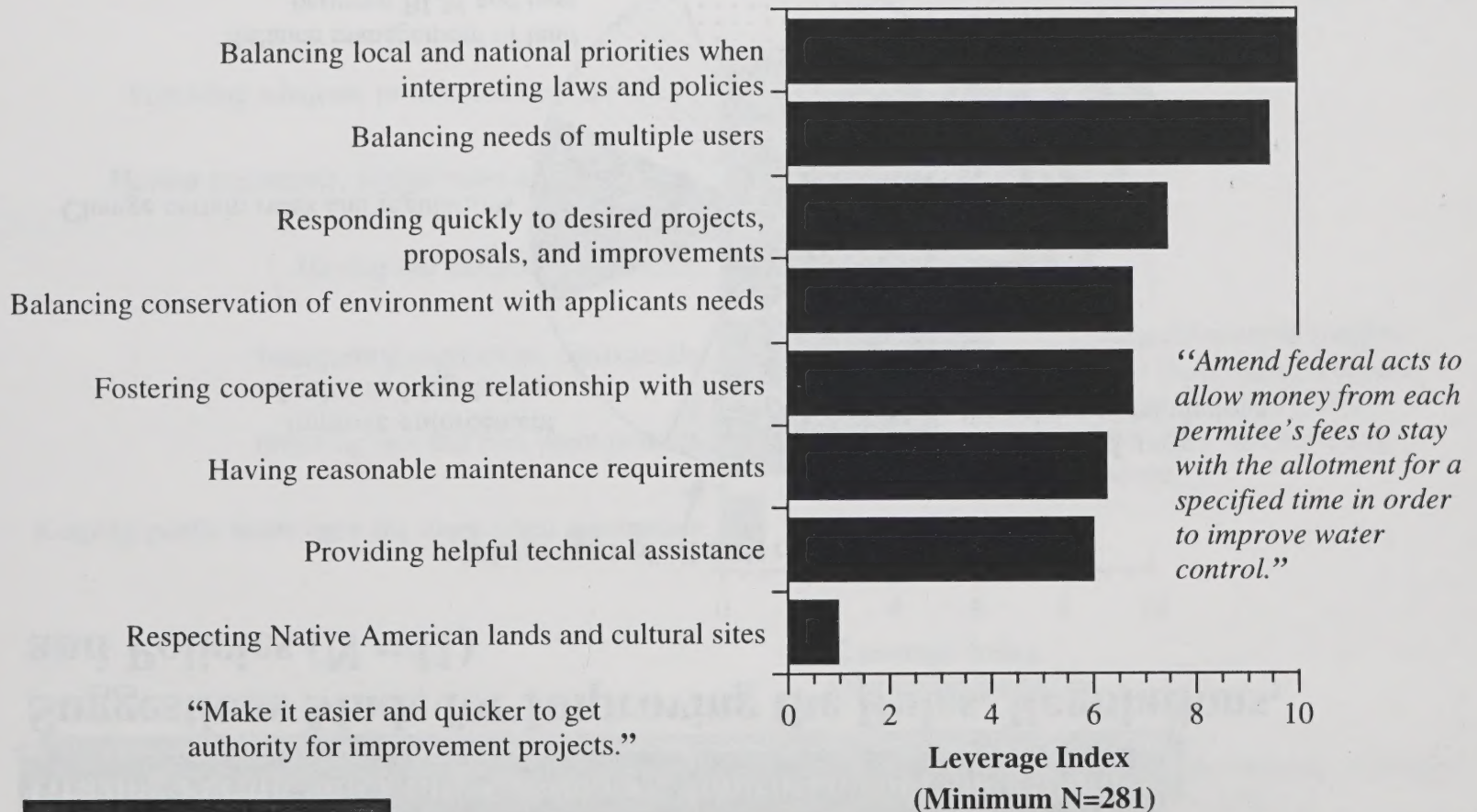
### Suggestions Made for Improving the Rules, Regulations, and Policies (N =41)



## Grazing Permit and Lease Customers: Improvement Opportunities

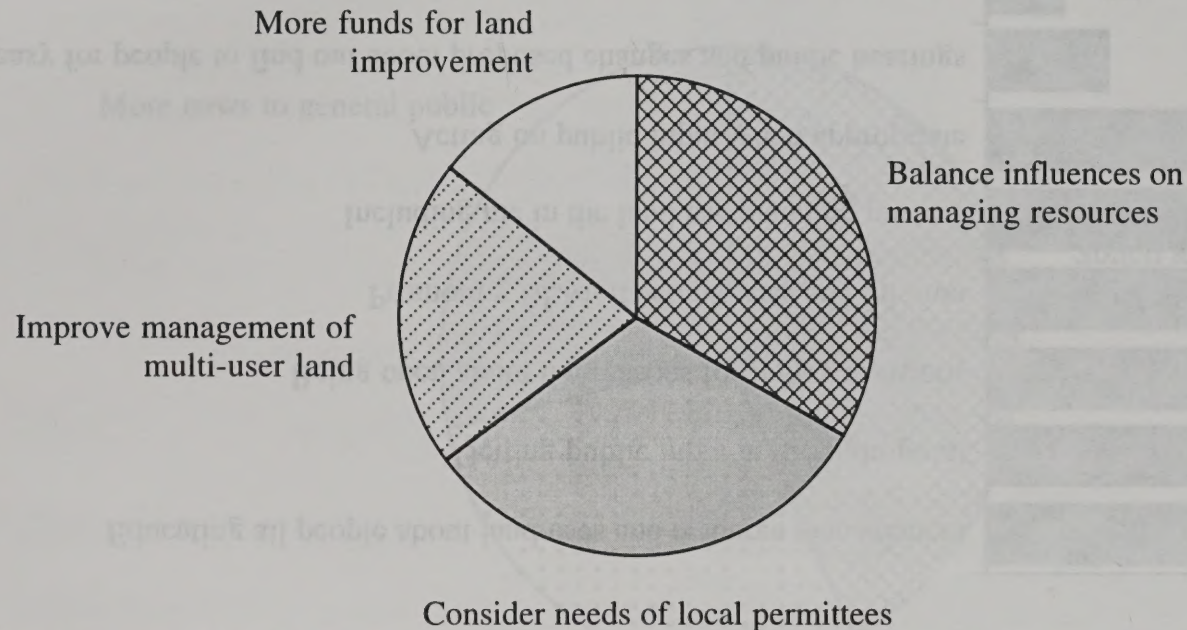
### Resource Management Practices

*“National priorities are first,. everyone else’s concerns are last.”*



## Grazing Permit and Lease Customers: Improvement Opportunities

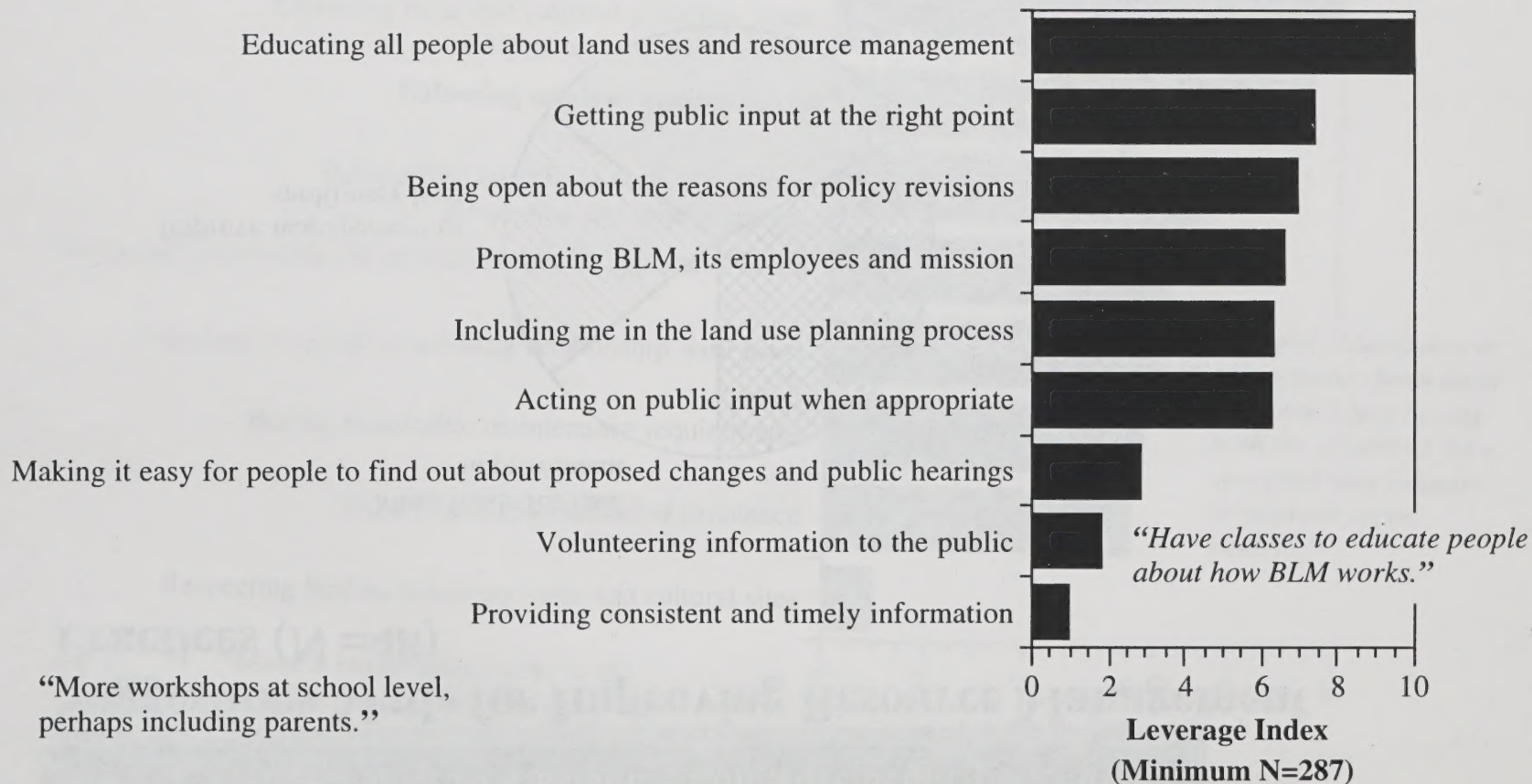
### Suggestions Made for Improving Resource Management Practices (N =48)



## Grazing Permit and Lease Customers: Improvement Opportunities

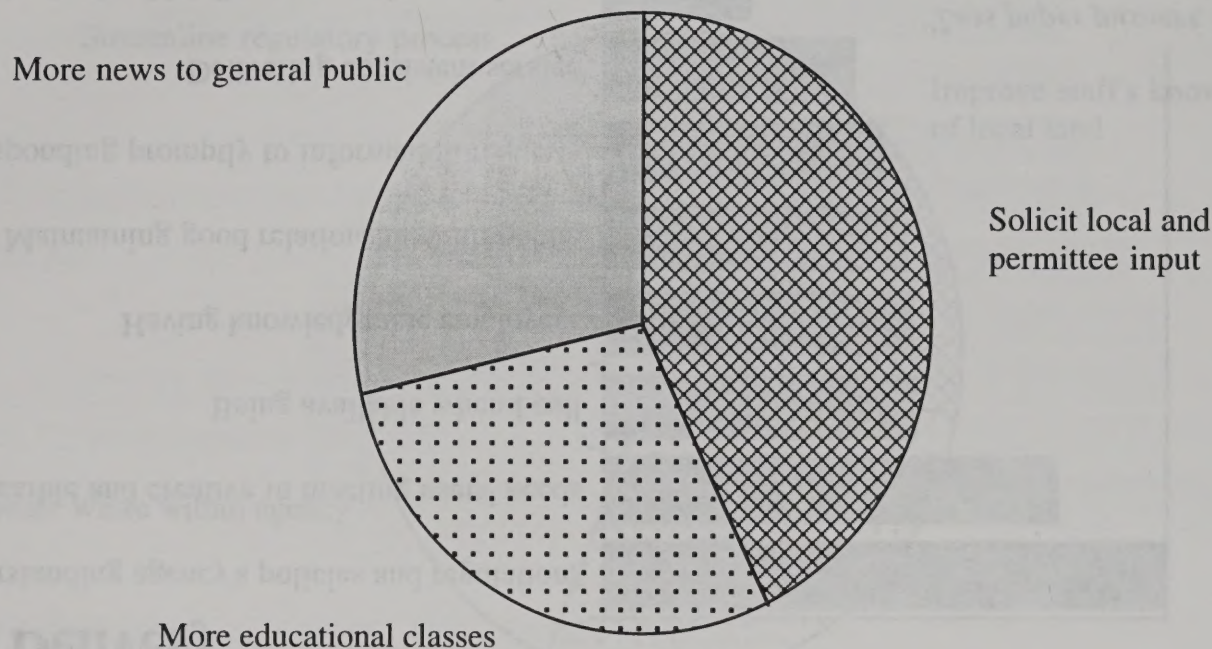
### Communicating with the Public

*“Apply more input from users (ranchers).”*



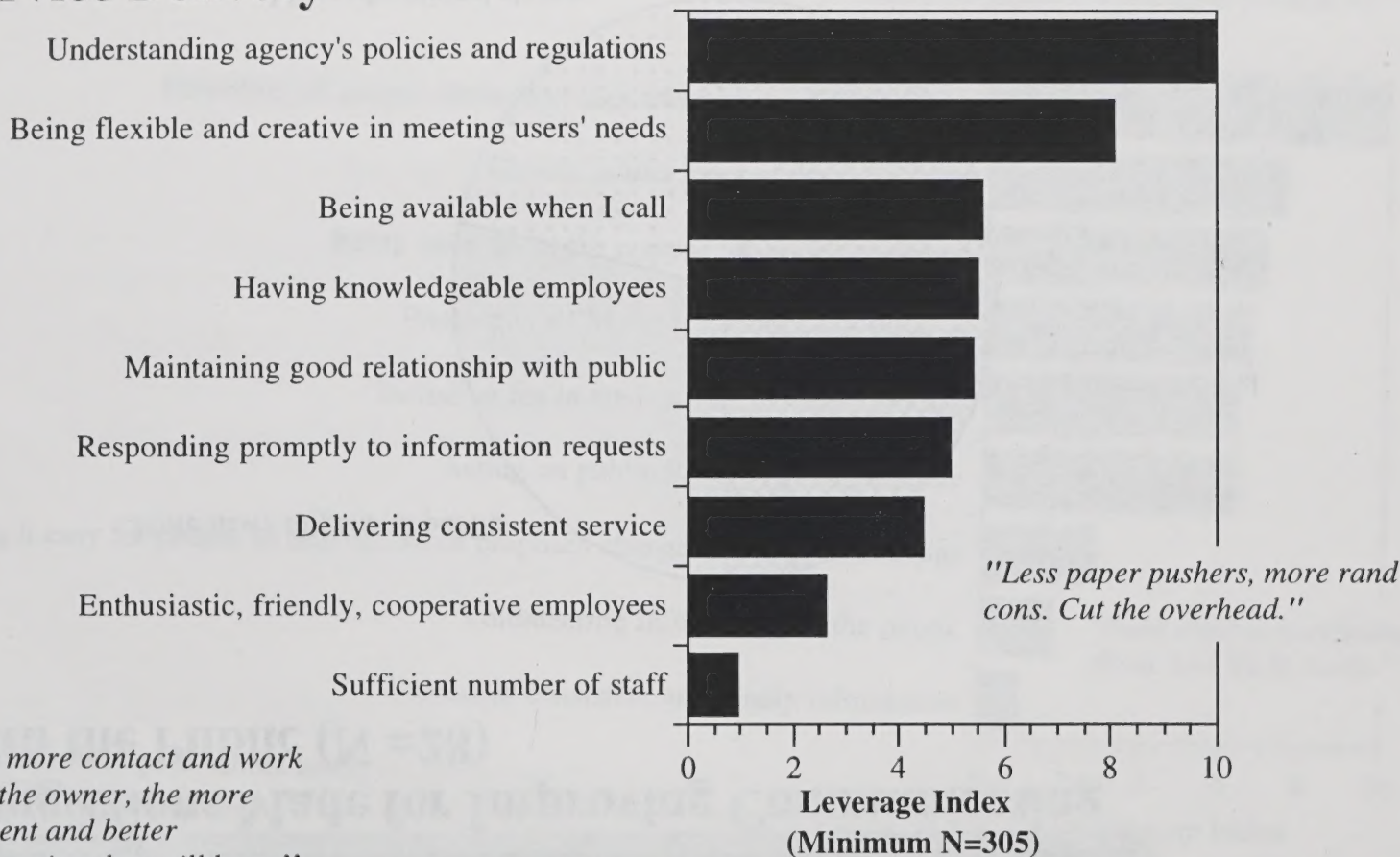
## Grazing Permit and Lease Customers: Improvement Opportunities

### Suggestions Made for Improving Communicating with the Public (N =28)



## Grazing Permit and Lease Customers: Improvement Opportunities

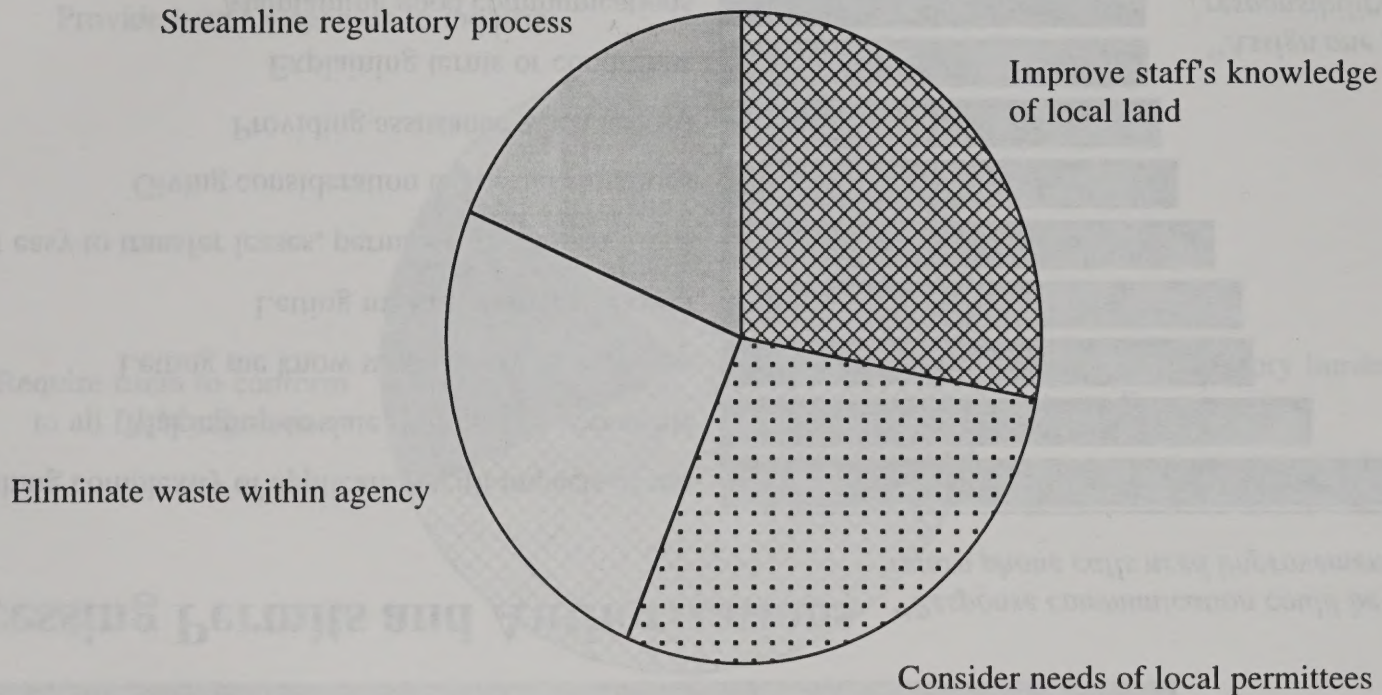
### Service Delivery



*"The more contact and work with the owner, the more efficient and better information they will have."*

## Grazing Permit and Lease Customers: Improvement Opportunities

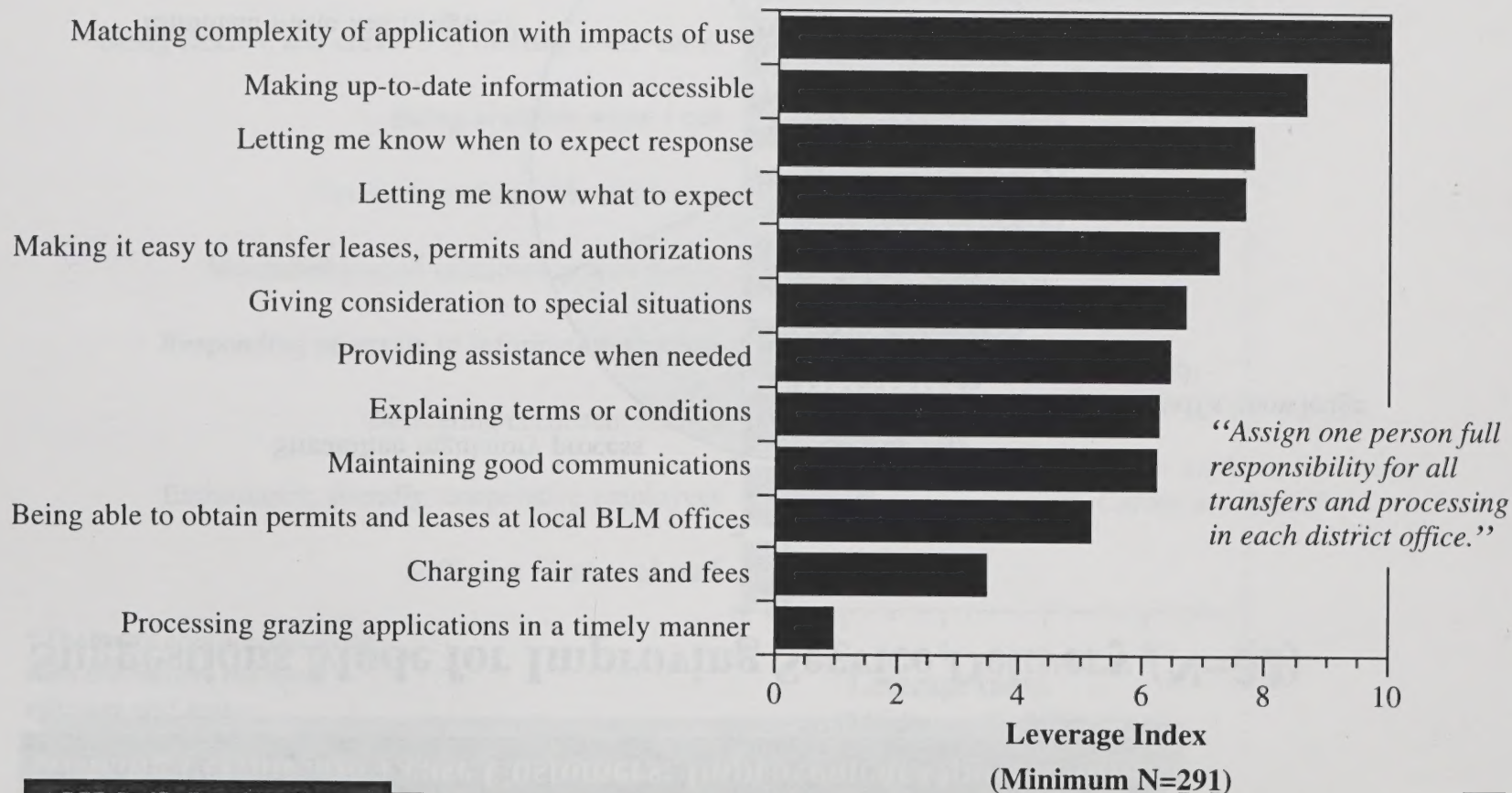
### Suggestions Made for Improving Service Delivery (N=32)



## Grazing Permit and Lease Customers: Improvement Opportunities

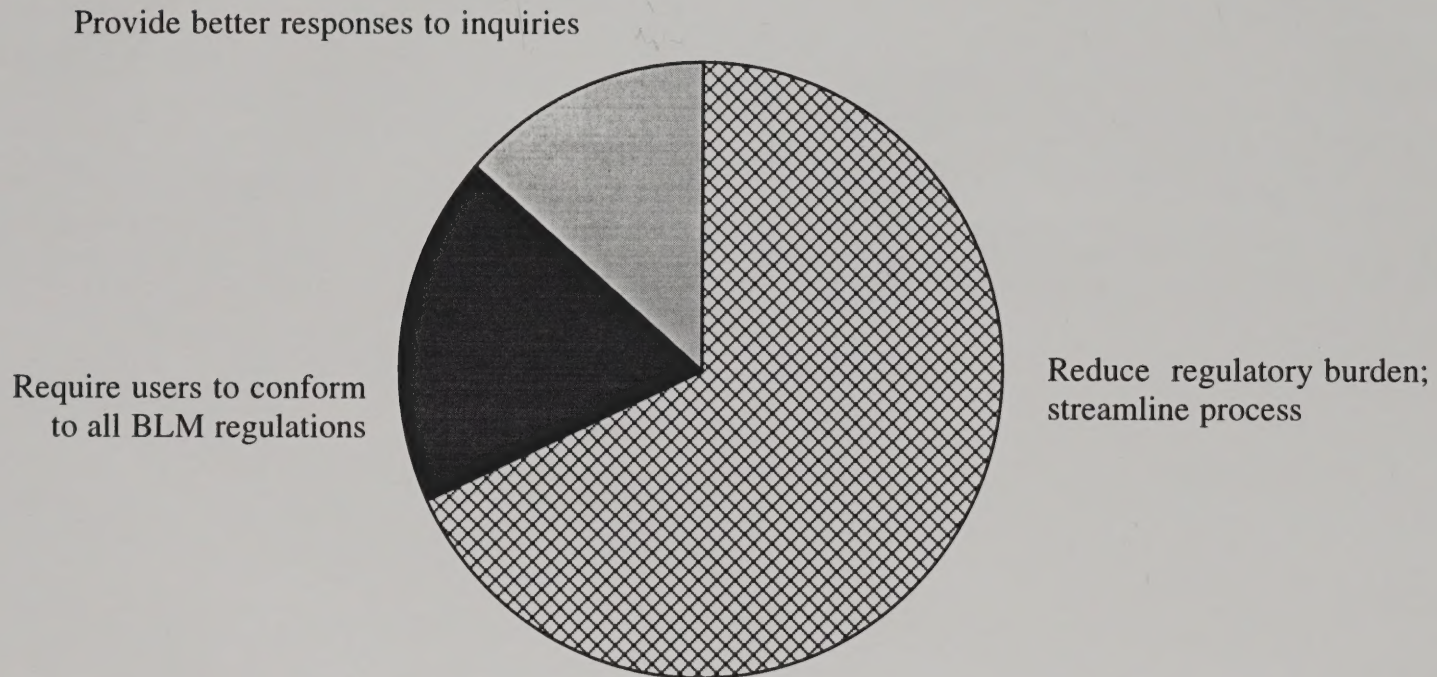
### Processing Permits and Authorizations

*“Response communication could be better, the return phone calls need improvement.”*



## Grazing Permit and Lease Customers: Improvement Opportunities

### Suggestions Made for Improving Processing Permits and Authorizations (N =21)









## Recreational Permit Customers

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## **Recreational Permit Customers: Overview**

# **Focus Groups Were Conducted to Construct the Net Impression® Framework for Recreational Permit Customers**

- PCG moderators conducted focus groups in Reno, Nevada.
- Forest Service moderators conducted focus groups in Coeur d'Alene, Idaho, and Santa Fe, New Mexico.
- Use Authorization customer expectations formed the basis for questions contained in the questionnaire.
- The survey questionnaire was reviewed and the items finalized by the Customer Service Lead Group. It was then pretested at field locations.

## Recreational Permit Customers: Overview

# Recreational Permit Customer Scorecard

### Processing Permits and Authorizations

- Being able to obtain permits at local BLM offices
- Making up-to-date information accessible
- Letting me know what to expect during the application process
- Matching the complexity and expense of the application with the likely impacts of the use
- Letting me know when I can expect a response
- Charging fair rates and fees
- Processing my application in a timely manner
- Maintaining good communications during the permit process
- Giving consideration to special situations
- Providing assistance when needed to complete paperwork
- Explaining the terms and conditions of the permit or authorization

### Service Delivery

- Having employees who are knowledgeable about my geographic area and its resources
- Showing enthusiasm and having a friendly, cooperative attitude
- Understanding the agency's policies and regulations
- Employing a sufficient number of staff for the work load
- Delivering consistent service
- Maintaining a good relationship with the public
- Being flexible and creative in meeting users' needs
- Being available when I call
- Responding promptly to information requests

### Resource Management Practices

- Fostering a cooperative working relationship with users
- Having reasonable maintenance requirements
- Providing helpful technical assistance to applicants and permittees
- Responding quickly to publicly desired projects, proposals, and improvements
- Balancing local and national priorities when interpreting laws and policies
- Balancing the needs of multiple users
- Balancing conservation of the environment with applicants' needs
- Respecting Native American lands and cultural sites

### Rules, Regulations, and Policies

- Having reasonable, logical rules and regulations
- Having fair enforcement policies
- Keeping public lands open for users when appropriate
- Ensuring fair and consistent policies for all applicants and permittees
- Interpreting regulations consistently
- Providing adequate protest and appeal policies to resolve issues and disputes

### Communicating with the Public

- Volunteering information to the public
- Providing consistent and timely information to the general public
- Making it easy for people to find out about proposed changes and public hearings
- Being open about the reasons for policy revisions
- Getting public input at the right point in the process
- Acting on public input when appropriate
- Including me in the land use planning process
- Educating all people about land uses and resource management
- Promoting BLM, its employees, and its mission to the public

### Internal Management Practices

- Communicating among departments within my local BLM office
- Coordinating with other BLM offices
- Coordinating with other state and federal agencies
- Having effective communication and coordination between Washington and the field
- Delegating sufficient authority to local BLM offices
- Empowering local employees to evaluate risks and to make decisions
- Holding employees accountable
- Making good use of resources and professionals outside BLM
- Performing an appropriate level of review of studies done by approved experts outside BLM
- Being progressive to meet current needs

## Recreational Permit Customers: Respondent Profile

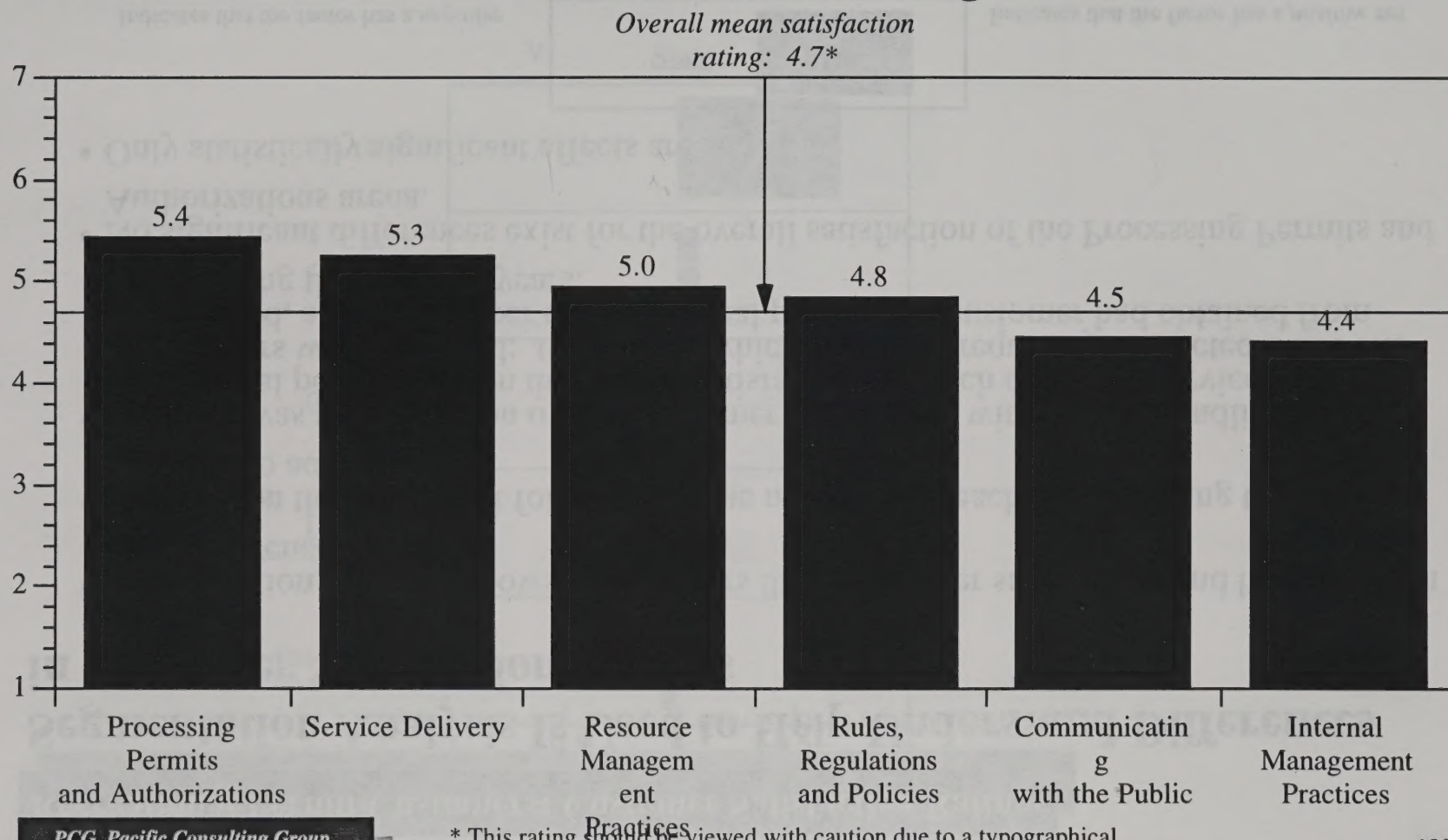
### 346 Surveys Were Received From Recreational Permit Customers

<u>State</u>	<u>Customers</u>	<u>Percent</u>
CA	36	10.4%
CO	100	28.9%
OR	67	19.4%
UT	93	26.9%
Other (Unassigned)	50	14.5%
Total	346	100%

<u>Number of Permits Obtained in Past Two Years</u>	<u>Customers</u>	<u>Percent</u>
One	66	20.5%
Two to three	189	58.7%
Four or more	67	20.8%
Total	322	100%

## Recreational Permit Customers: Customer Satisfaction Ratings

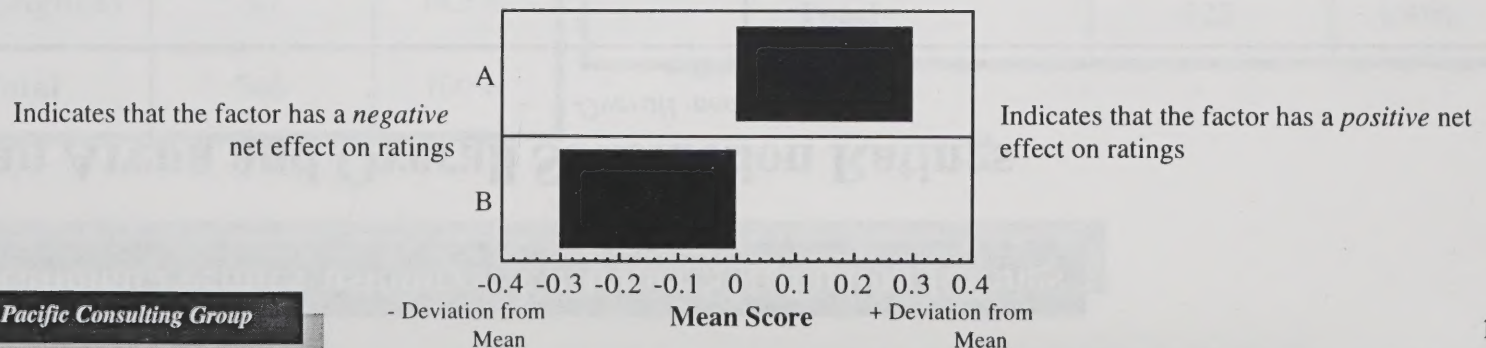
### Mean Arena and Overall Satisfaction Ratings



## Recreational Permit Customers: Customer Satisfaction Ratings

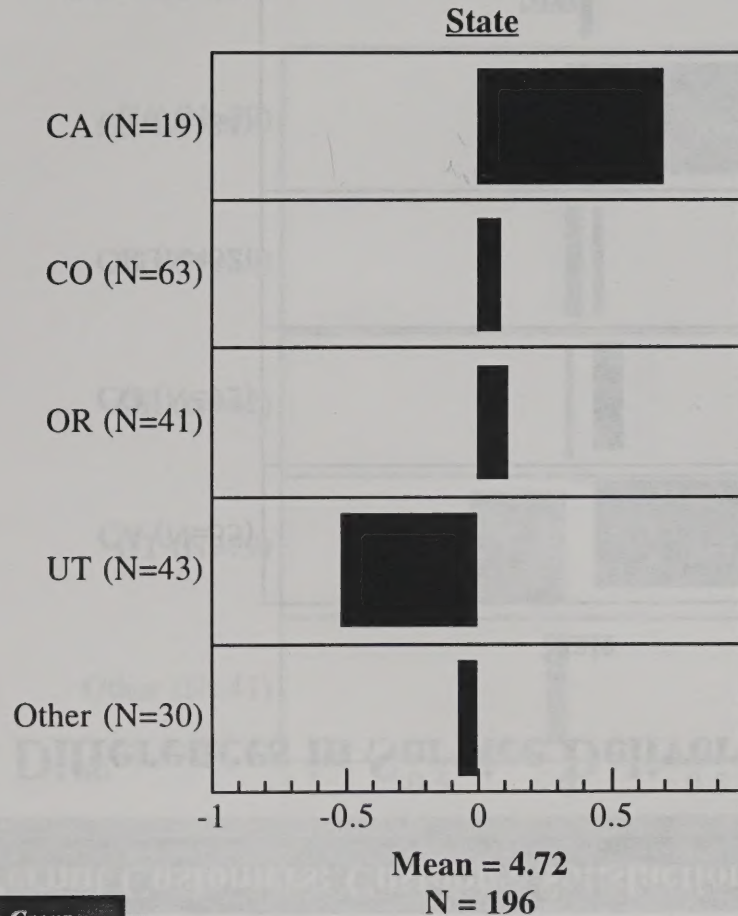
### Segmentation Analysis Is Used to Help Understand Differences in Customer Satisfaction Ratings

- Segmentation Analysis shows what factors drive customer satisfaction and helps explain why differences exist.
- The bars on the charts that follow show the net effect of each factor, taking the other factors into account.
- Analysis was performed on overall customer satisfaction with BLM's handling of recreational permits and on the overall satisfaction for each of the six service arenas. Two factors were included: the state in which the most frequently contacted BLM site was located, and the number of recreational permits the customer had obtained from BLM during the past two years.
- No significant differences exist for the overall satisfaction of the Processing Permits and Authorizations arena.
- Only statistically significant effects are shown.



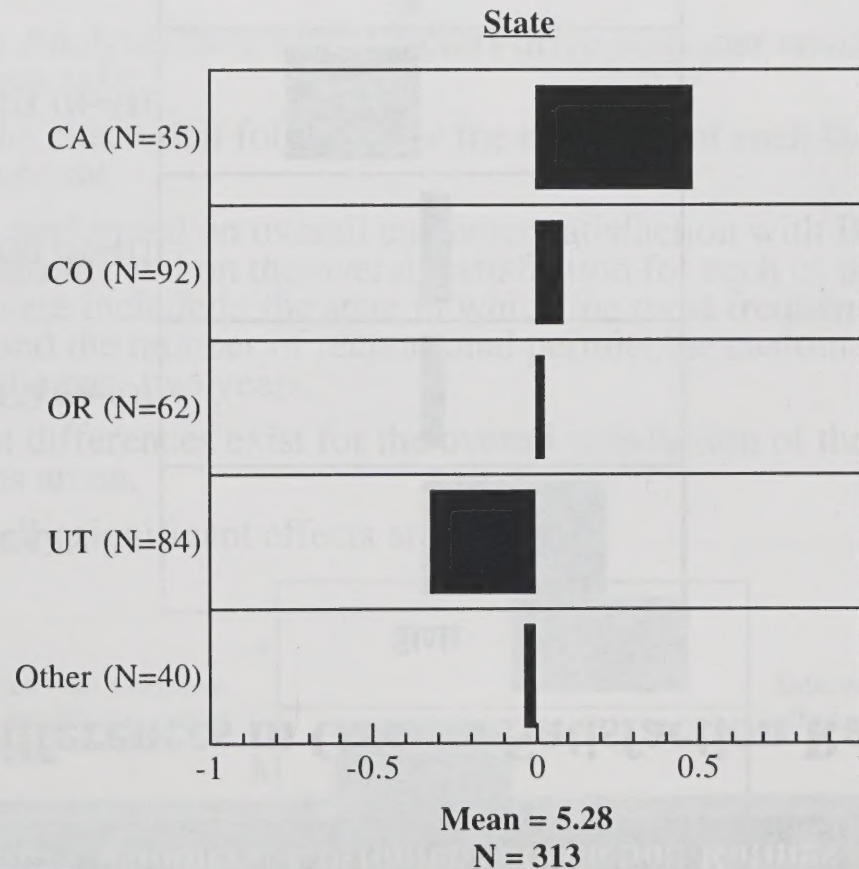
## Recreational Permit Customers: Customer Satisfaction Ratings

### Significant Differences in Overall Satisfaction Ratings



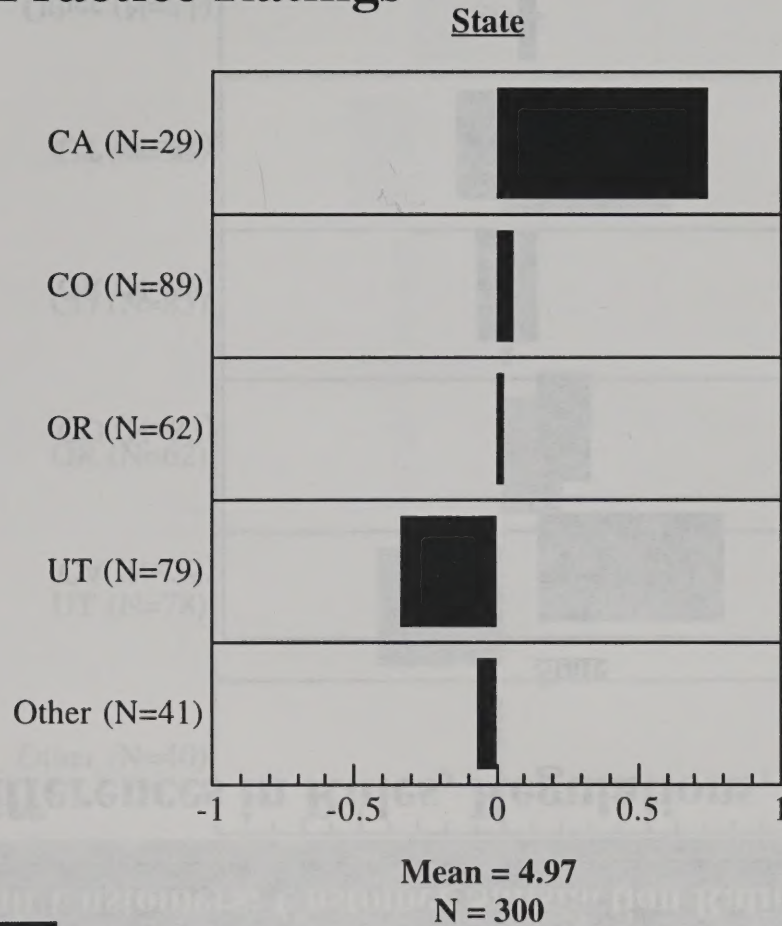
## Recreational Permit Customers: Customer Satisfaction Ratings

### Significant Differences in Service Delivery Ratings



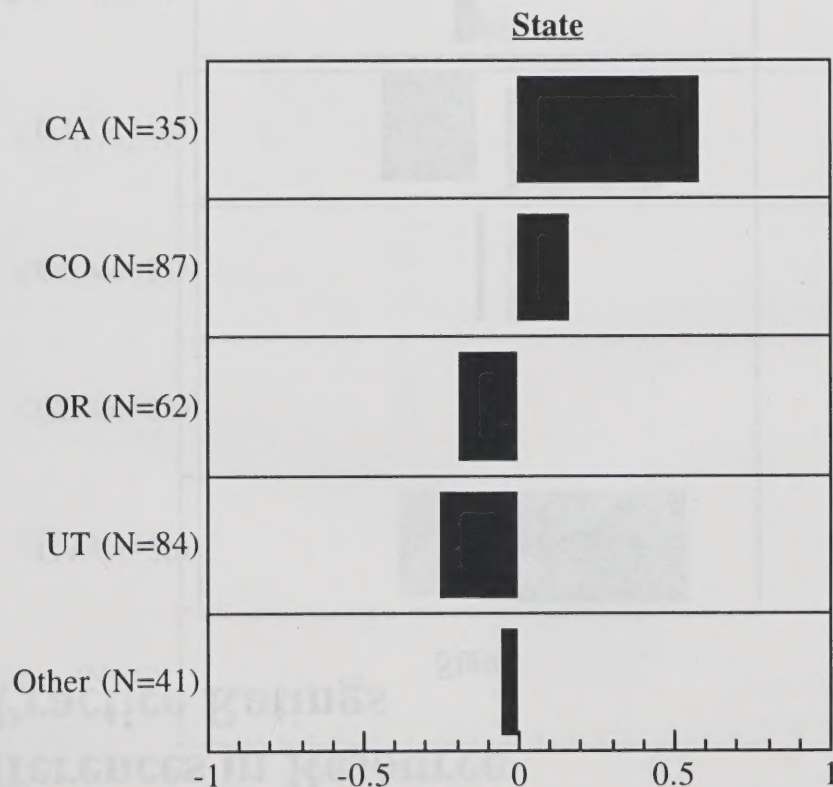
## Recreational Permit Customers: Customer Satisfaction Ratings

### Significant Differences in Resource Management Practice Ratings



## Recreational Permit Customers: Customer Satisfaction Ratings

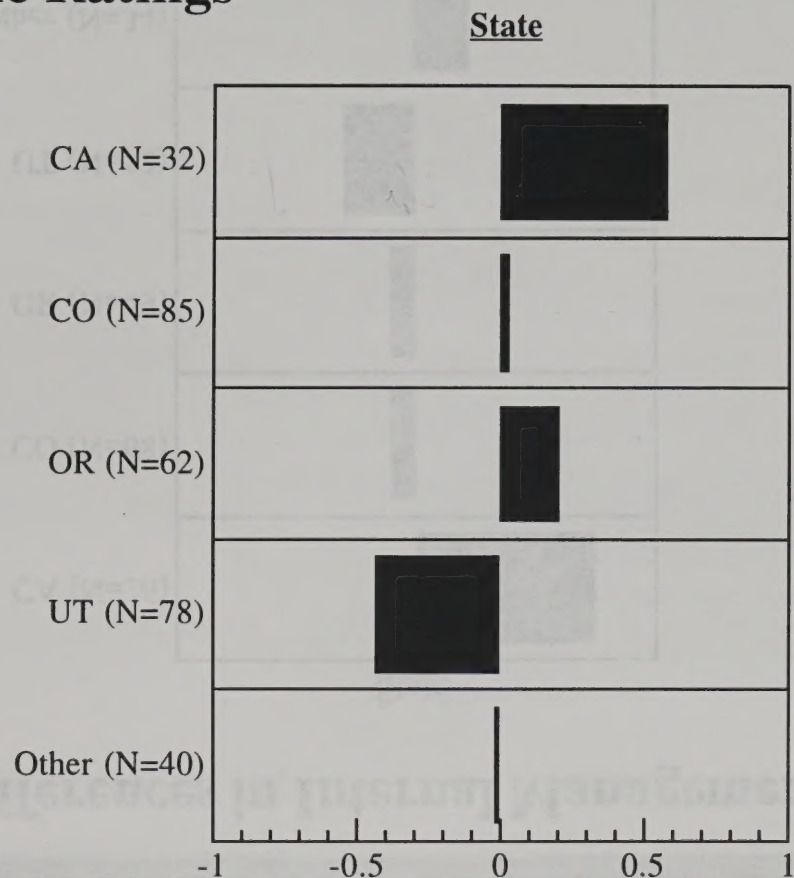
### Significant Differences in Rules, Regulations, and Policies Ratings



Mean = 4.86  
N = 309

## Recreational Permit Customers: Customer Satisfaction Ratings

### Significant Differences in Communicating with the Public Ratings

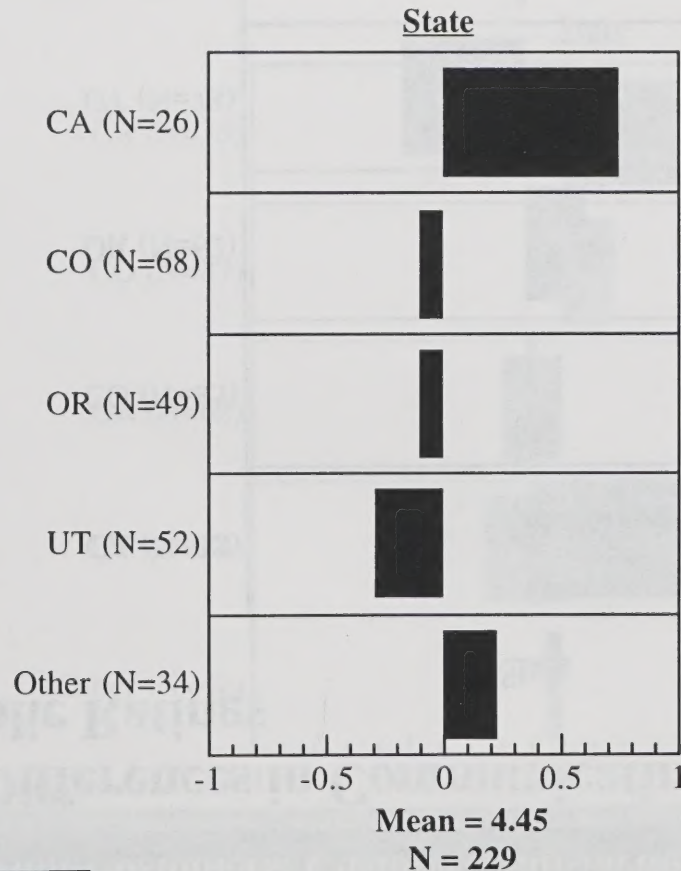


Mean = 4.47

N = 297

## Recreational Permit Customers: Customer Satisfaction Ratings

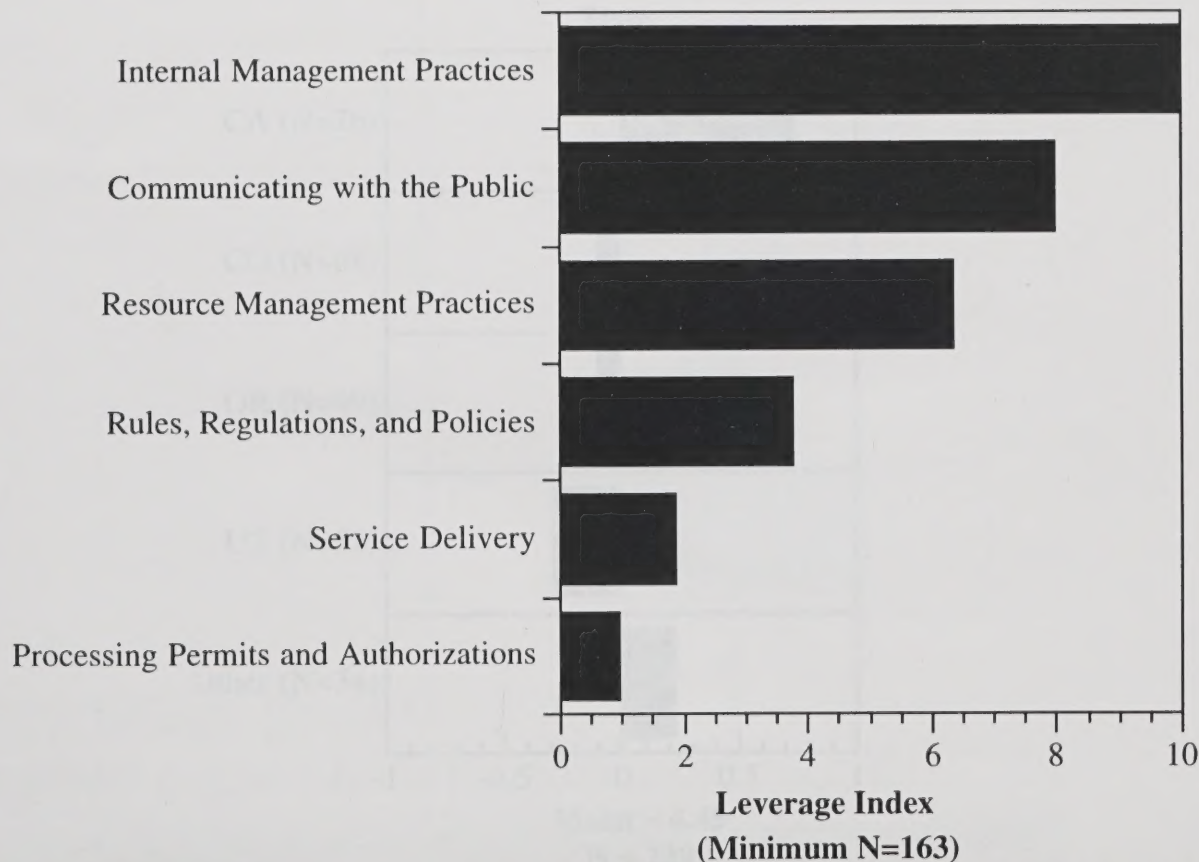
### Significant Differences in Internal Management Practice Ratings





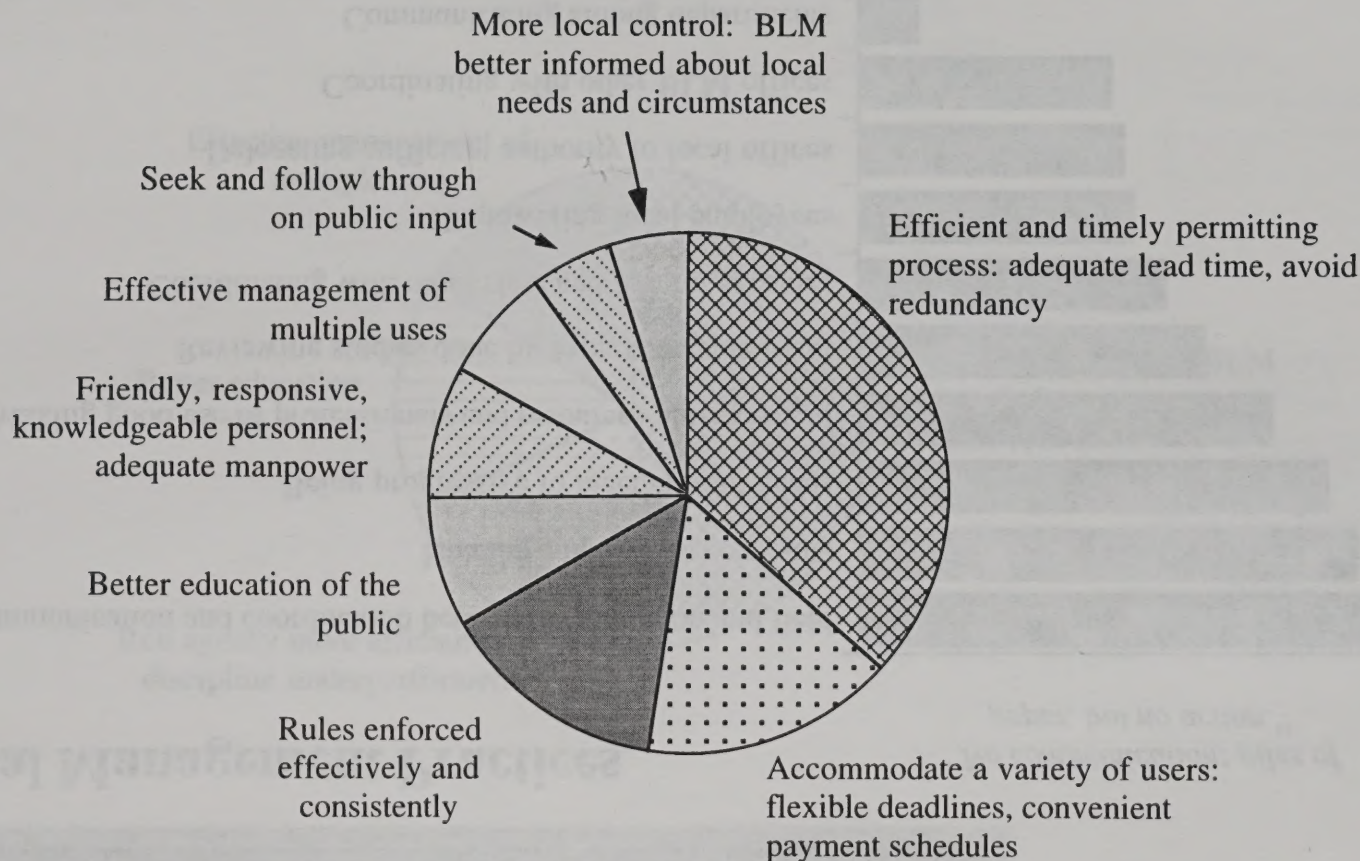
## Recreational Permit Customers: Improvement Opportunities

### Customer Satisfaction Arena Leverage\*



## Recreational Permit Customers: Improvement Opportunities

### Suggestions Made for Improving Overall Customer Satisfaction (N =99)



## Recreational Permit Customers: Improvement Opportunities

### Internal Management Practices

*"No communication: piles of paper, but no action."*

Effective communication and coordination between Washington and field

Holding employees accountable

Being progressive to meet current needs

Making good use of professionals and resources outside BLM

Reviewing studies done by experts outside BLM

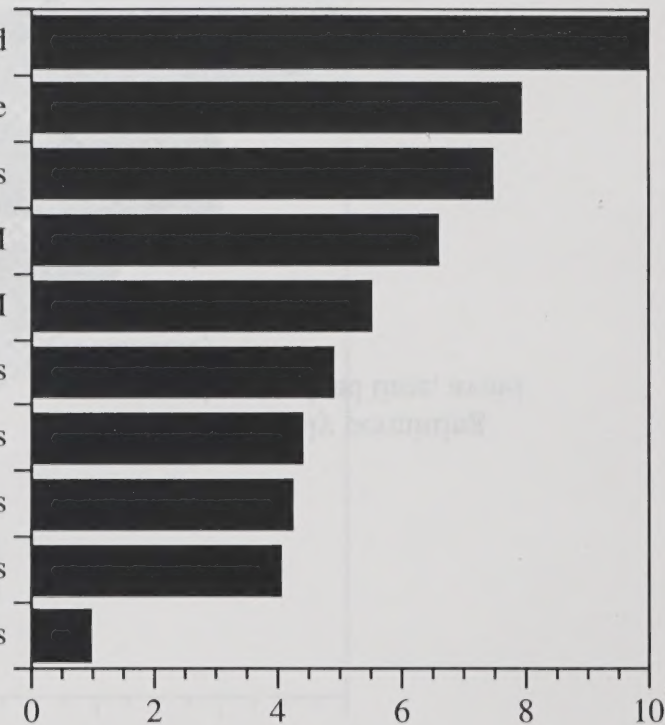
Coordinating with other state and federal agencies

Empowering local employees

Delegating sufficient authority to local offices

Coordinating with other BLM offices

Communicating among departments

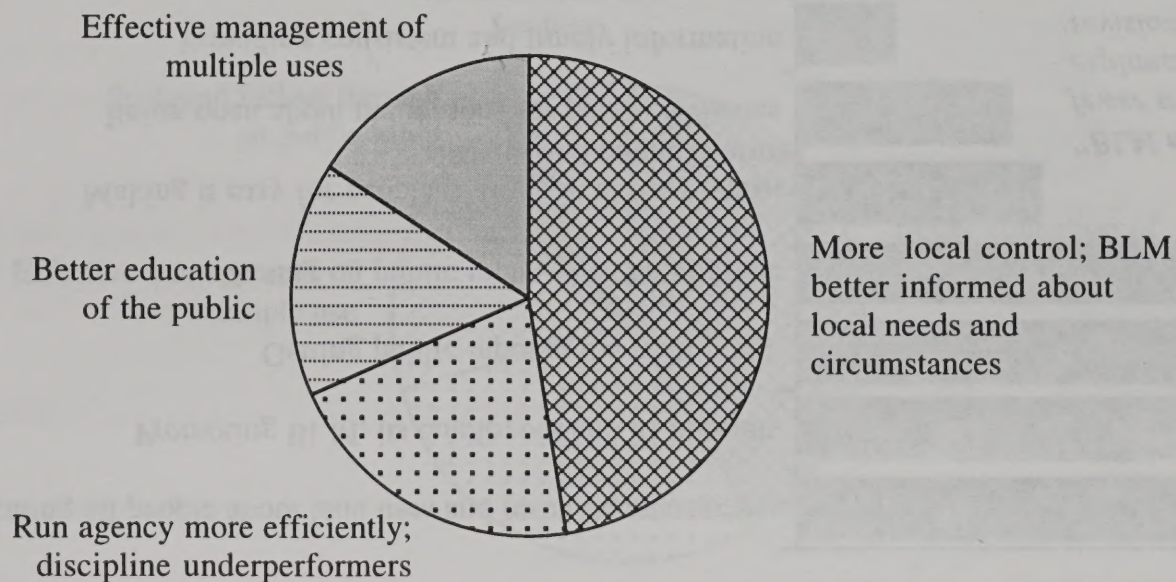


"While the process is far from over, we appreciate the attempts made by the BLM to improve access to the cycling community."

**Leverage Index**  
(Minimum N=221)

## Recreational Permit Customers: Improvement Opportunities

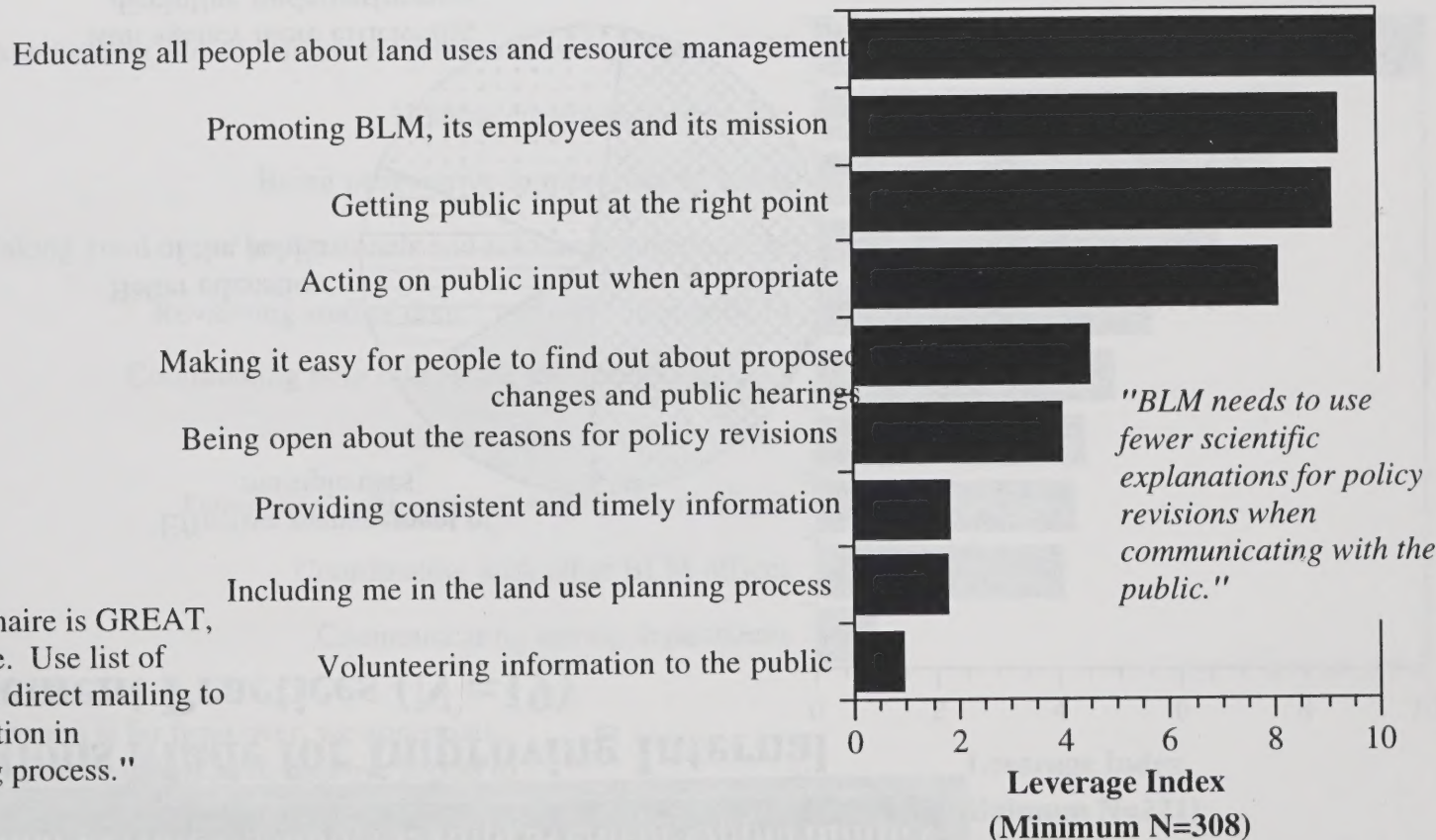
### Suggestions Made for Improving Internal Management Practices (N =19)



## Recreational Permit Customers: Improvement Opportunities

### Communicating with the Public

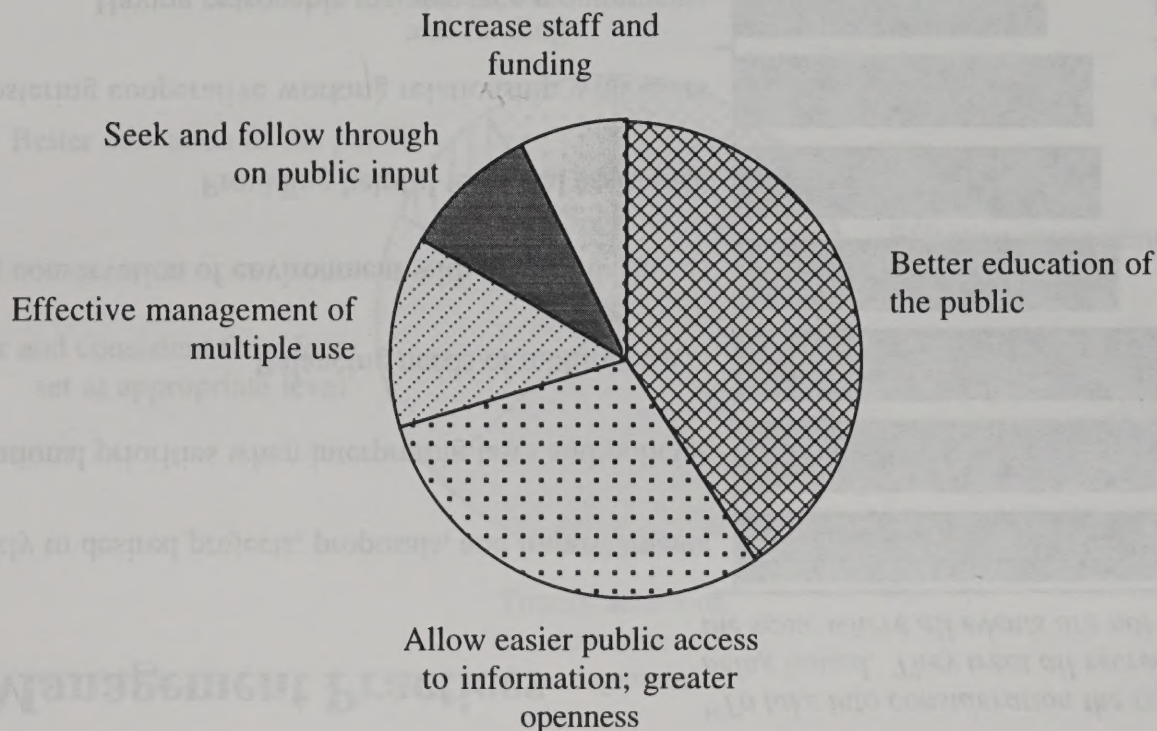
*"Be more open with documents, not make certain items such a mystery."*



"This questionnaire is GREAT, Should do more. Use list of permittees with direct mailing to invite participation in policy/planning process."

## Recreational Permit Customers: Improvement Opportunities

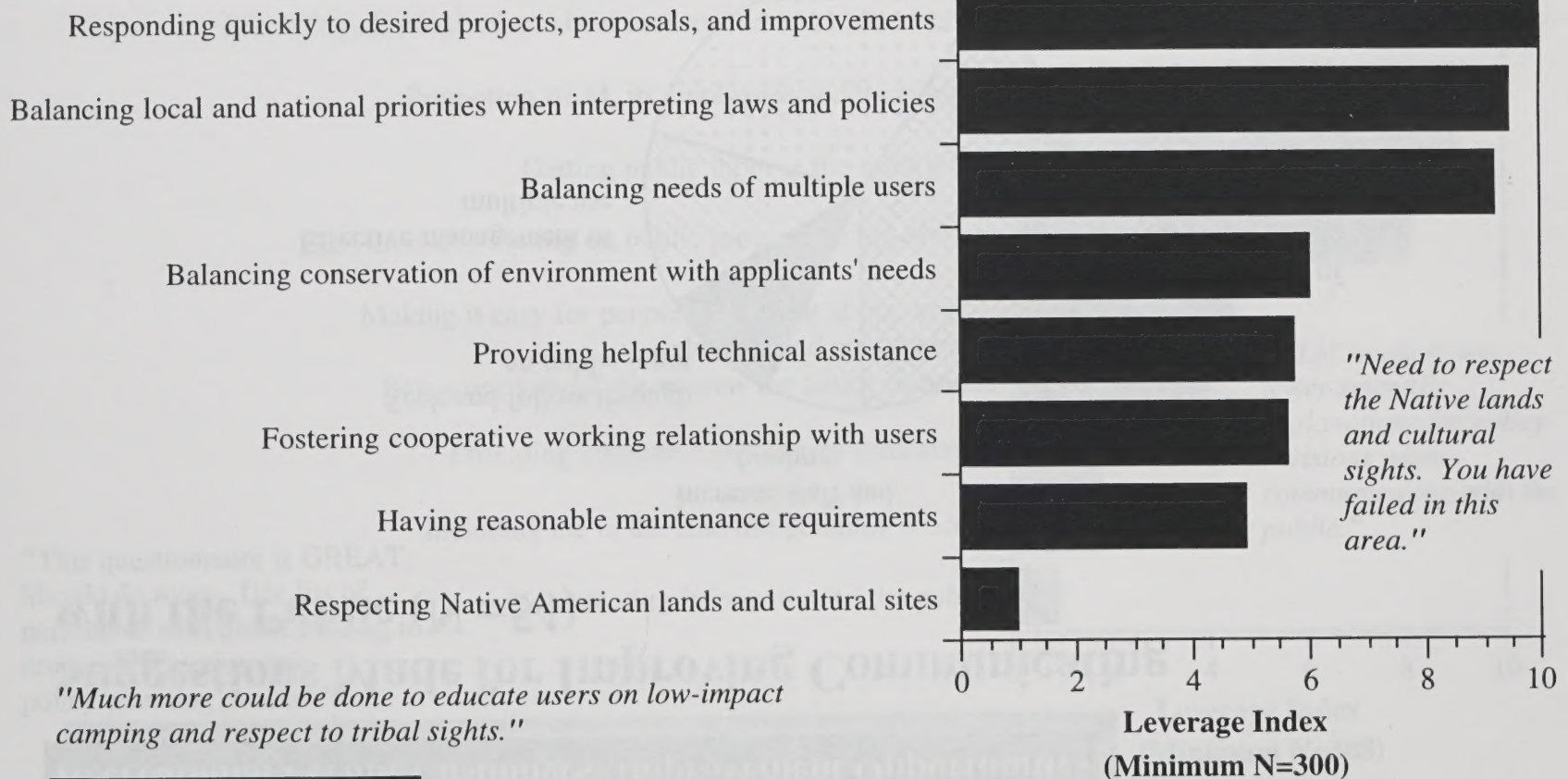
### Suggestions Made for Improving Communicating with the Public (N =54)



## Recreational Permit Customers: Improvement Opportunities

### Resource Management Practices

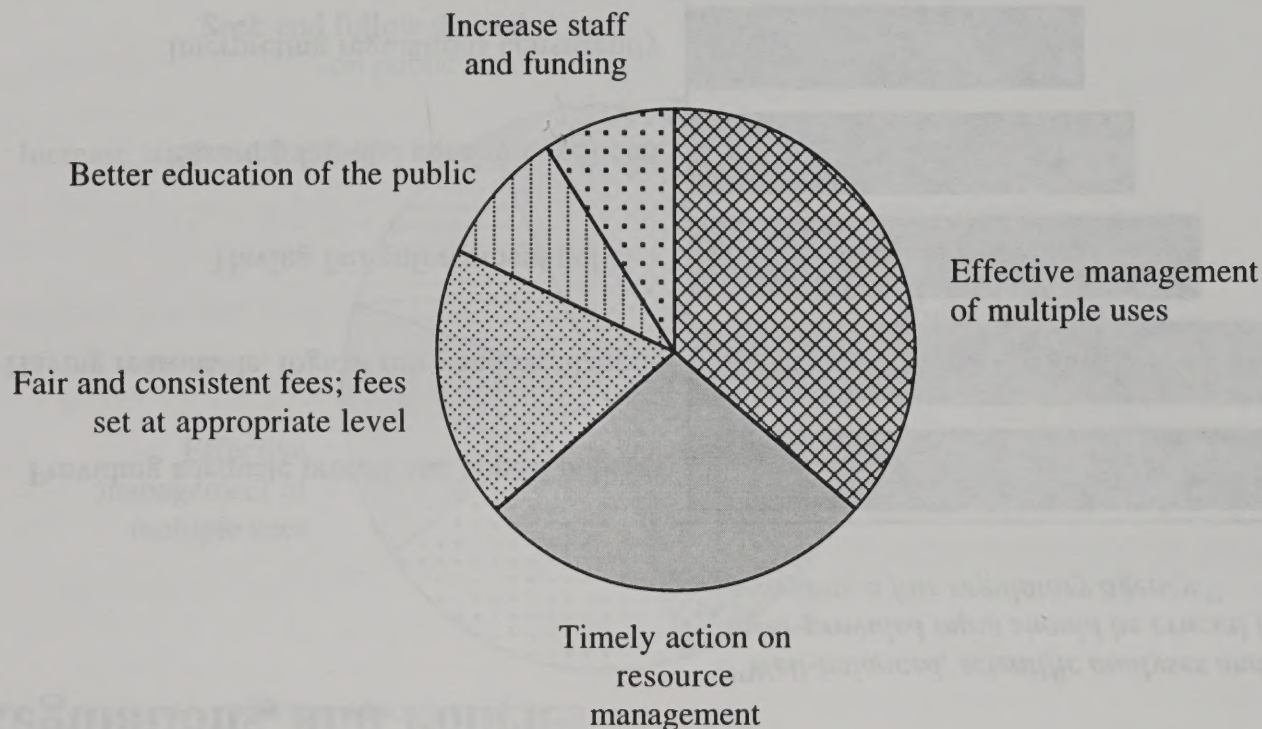
*"To take into consideration the type of permit being issued. They treat all recreational permits the same where all events are not the same."*



*"Much more could be done to educate users on low-impact camping and respect to tribal sights."*

## Recreational Permit Customers: Improvement Opportunities

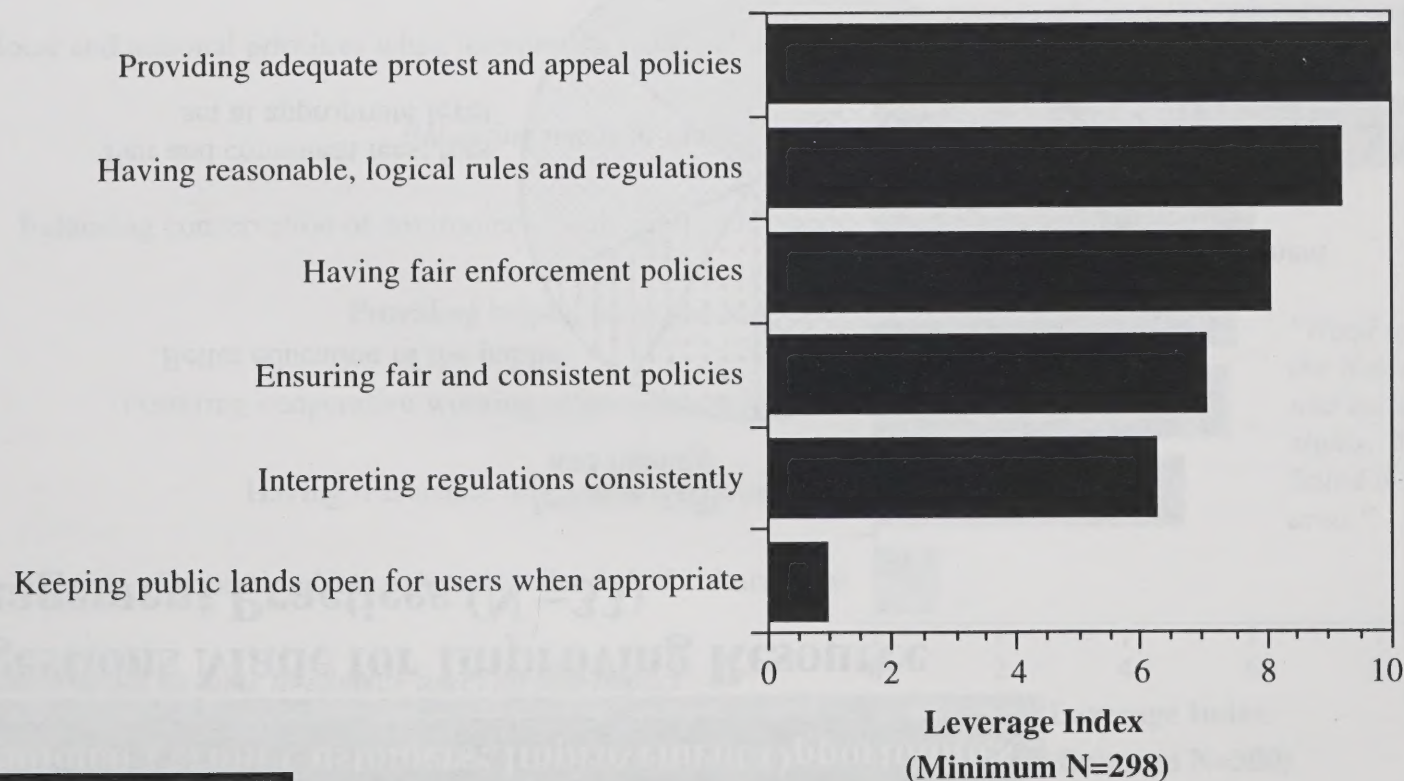
### Suggestions Made for Improving Resource Management Practices (N =33)



## Recreational Permit Customers: Improvement Opportunities

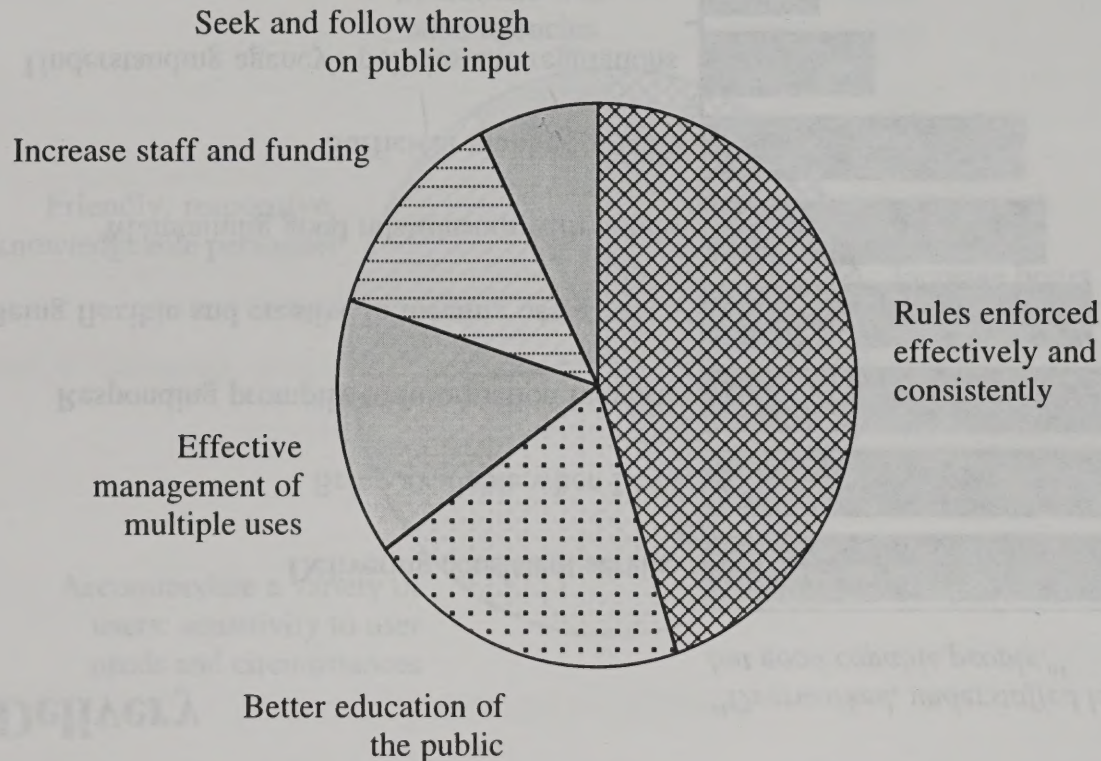
### Rules, Regulations, and Policies

*"Well-balanced, scientific analyses and user-provided input should be crucial in providing a fair regulatory agency."*



## Recreational Permit Customers: Improvement Opportunities

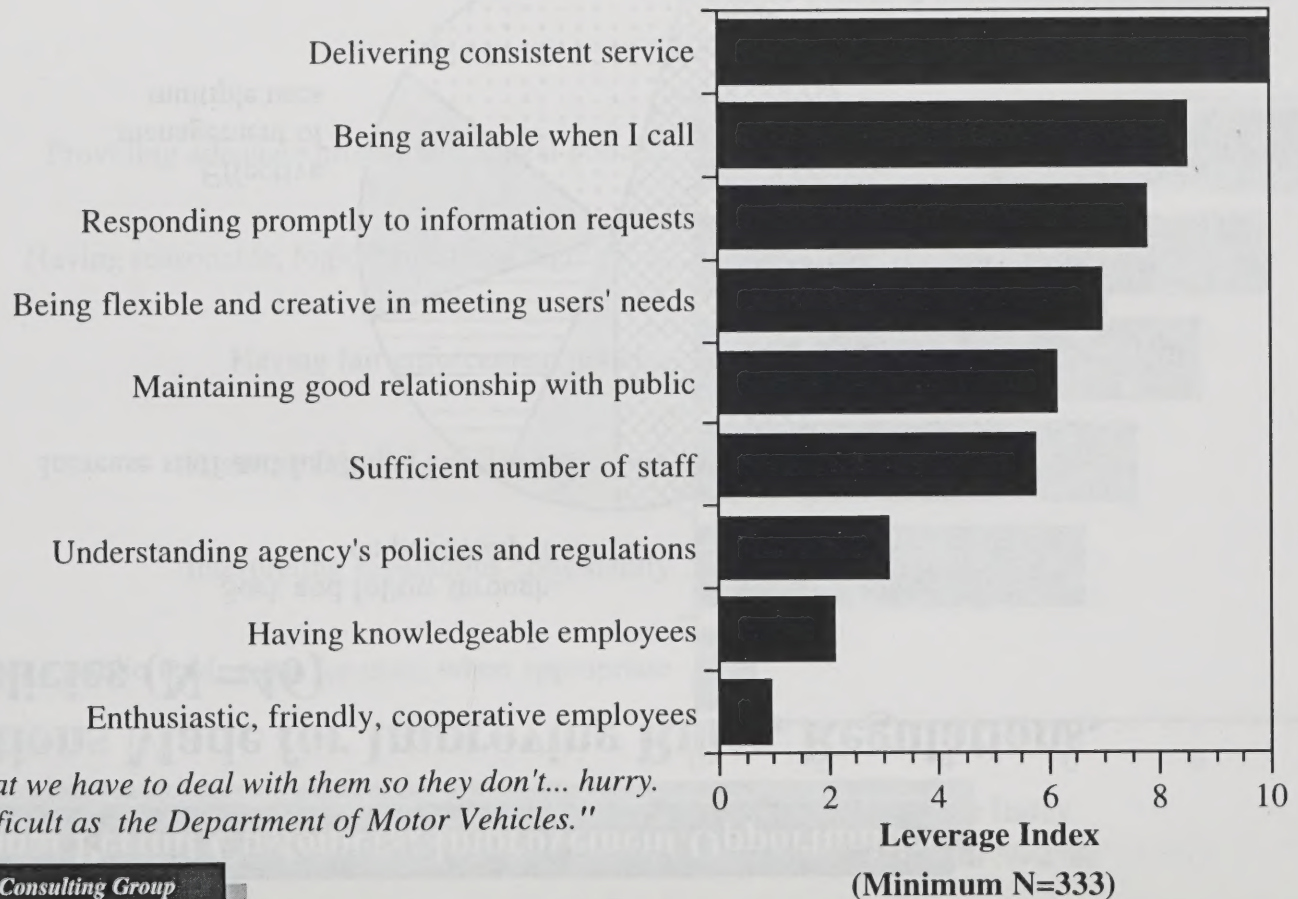
### Suggestions Made for Improving Rules, Regulations, and Policies (N =46)



## Recreational Permit Customers: Improvement Opportunities

### Service Delivery

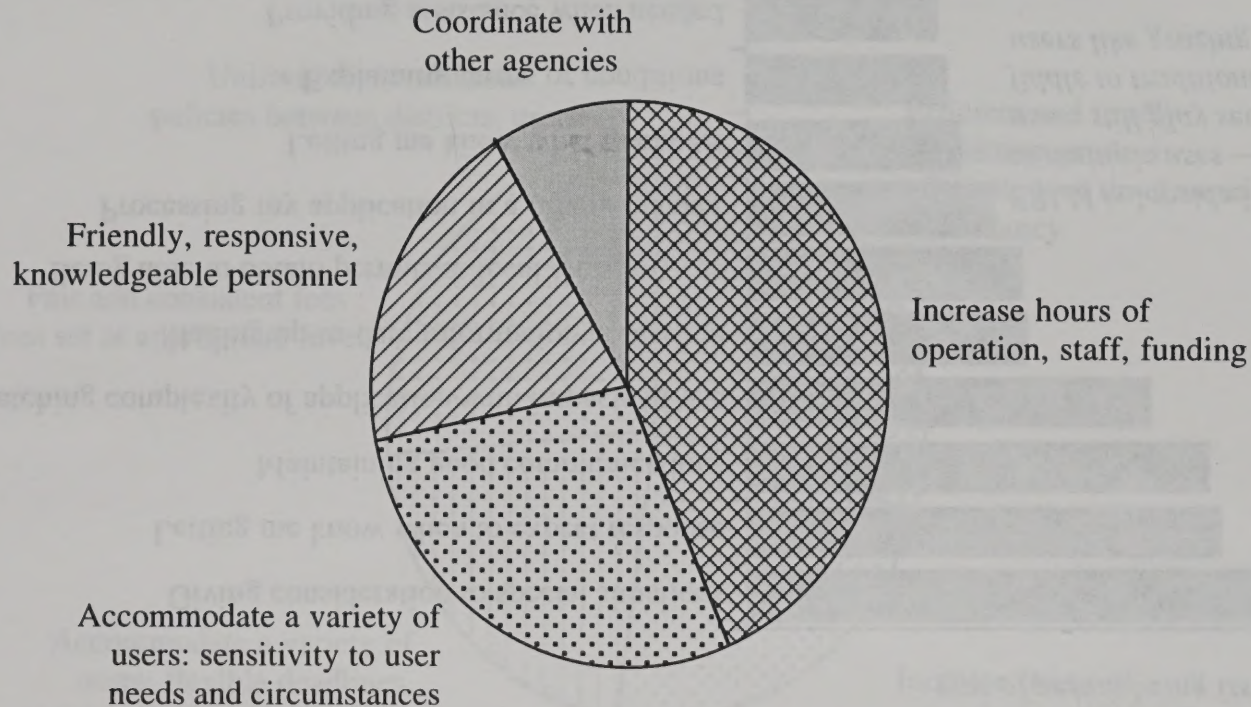
*"Overworked, understaffed local office, but good capable people."*



*"They know that we have to deal with them so they don't... hurry. They are as difficult as the Department of Motor Vehicles."*

## Recreational Permit Customers: Improvement Opportunities

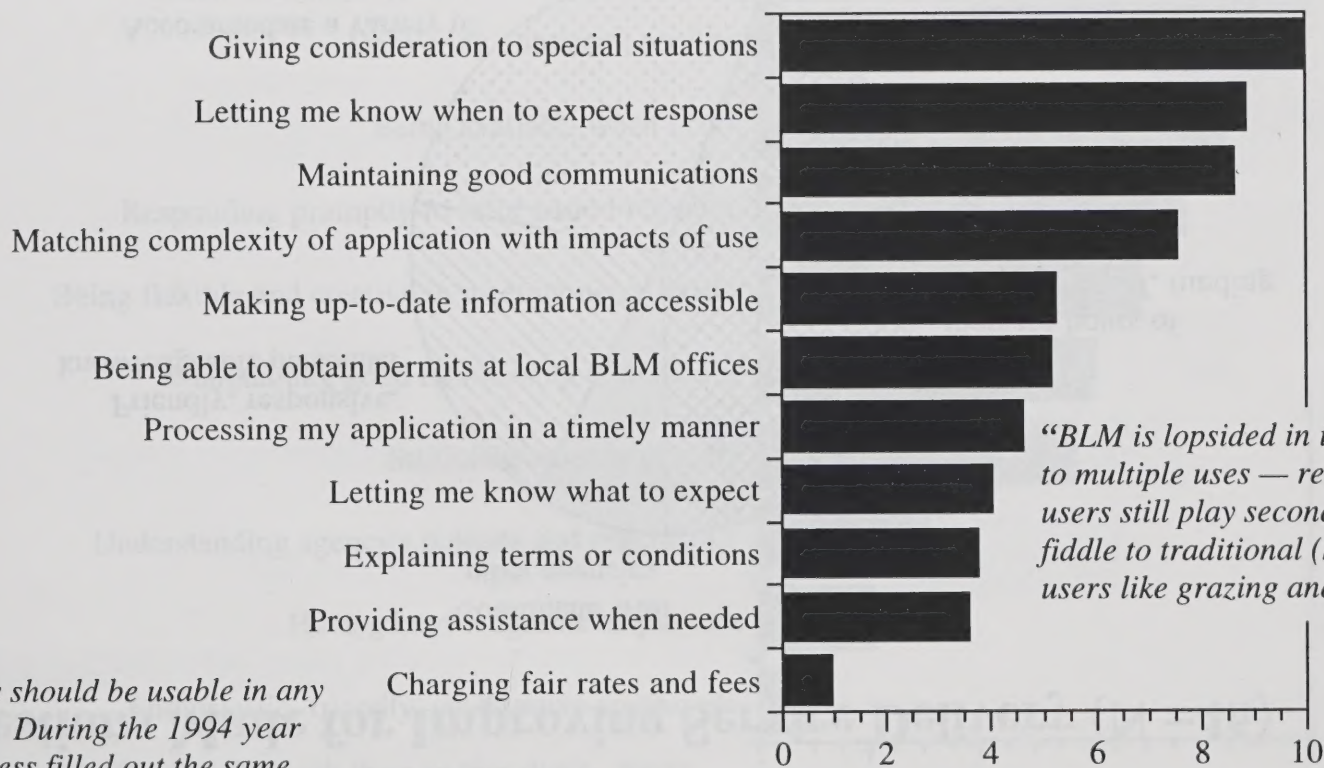
### Suggestions Made for Improving Service Delivery (N =46)



## Recreational Permit Customers: Improvement Opportunities

### Processing Permits and Authorizations

*"Take into consideration the type of permit being issued."*



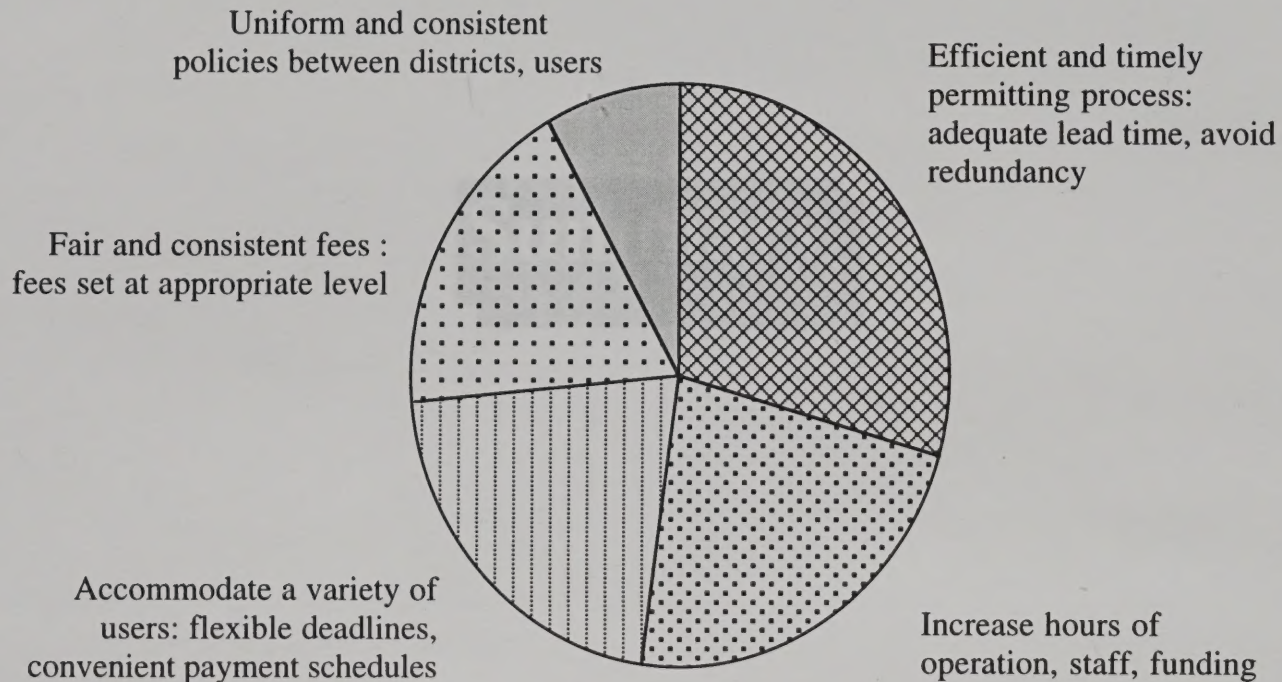
*"BLM is lopsided in its approach to multiple uses — recreational users still play second or third fiddle to traditional (higher cost) users like grazing and mining."*

*"BLM SRPs should be usable in any U.S. state. During the 1994 year our business filled out the same permit application in four states."*

**Leverage Index**  
(Minimum N=314)

## Recreational Permit Customers: Improvement Opportunities

### Suggestions Made for Improving Processing Permits and Authorizations (N =71)





# Summary

## Summary

# Direct Customer Overall Mean Ratings and Top Two Leverage Arenas

<u>Customer Segment</u>	<u>Mean Overall Satisfaction Rating (1 to 7 Scale)</u>	<u>Highest Leverage Arena</u>	<u>Second Highest Leverage Arena</u>
Information Access Centers	6.1	Communicating With the Public	Information and Services Available
Recreational and Educational Centers	5.2	Rules, Regulations and Policies	Protection of Resources
Land Management Transactions	4.4	Rules, Regulations and Policies	Internal Management Practices
Right-of-Way Grants	5.0	Internal Management Practices	Rules, Regulations, and Policies
Oil and Gas Leases	4.0	Internal Management Practices	Rules, Regulations, and Policies
Mining Claim Recordation	4.4	Internal Management Practices	Communicating With the Public
Grazing Permits and Leases	5.1	Internal Management Practices	Rules, Regulations and Policies
Recreational Permits	4.2	Internal Management Practices	Communicating With the Public



